The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Maricopa County, Arizona for its annual budget for the fiscal year beginning July 1, 2001. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Credits

Board of Supervisors

Don Stapley, Chairman, District 2
Fulton Brock, District 1
Andrew Kunasek, District 3
Max W. Wilson, District 4
Mary Rose Garrido Wilcox, District 5

County Administrative Officer

David R. Smith

Deputy County Administrator

Sandra L. Wilson

Budget Manager

Chris Bradley

Executive Information Manager

Brian G. Hushek

Office of Management and Budget

301 W Jefferson St, Ste 1070
Phoenix AZ 85003-2143
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www.maricopa.gov/budget

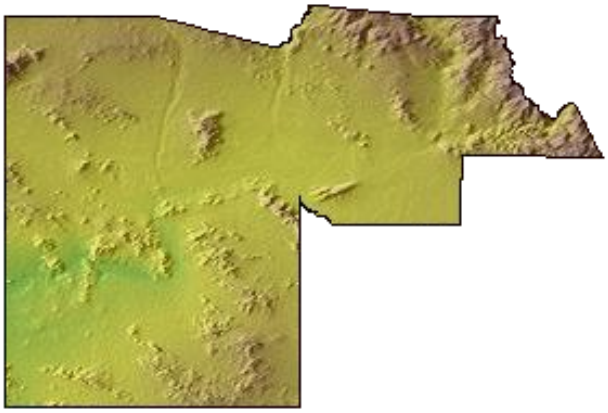
Maricopa County Mission Statement

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Strategic Priorities

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Approved by the Maricopa County Board of Supervisors – February 21, 2001



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Budget At A Glance

Introduction

For the past 9 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. This award is presented to government entities that meet certain criteria in the presentation of their budget. This "Budget At A Glance" section is designed to provide the lay person with a broad view of the contents included in the FY 2002-03 Maricopa County budget, its processes, issues and anticipated outcomes. Document sections are cited in order to guide the reader to more in-depth information and explanation of the drivers of Maricopa County's operating budget and capital improvement program.

Policy Document

Organization-wide Financial and Programmatic Policies and Goals

Maricopa County's long-term organization-wide goals and policies are provided in Maricopa County's mission statement and strategic priorities found below. Other references are included in the Transmittal Letter, the Executive Summary under Policies & Their Budgetary Impact, the Managing for Results section, the Capital Improvement Program, the Financial Forecast, the Departmental Budget Schedules under mission, goals, issues and mandates, while the actual policies are included in the Attachments section.

Maricopa County Mission Statement: The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Strategic Priorities:

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Maricopa County's goals are long-term and address the entire organization, such as the long-term impacts of revenue shortfalls, including the significant drop in recurring state shared sales tax, and long-term financial planning and operations issues. The County's policies apply to financial matters as well as programmatic (service delivery) concerns over a multi-year time frame, such as the Managing for Results Policy and the Reserve and Tax Reduction Policy, both of which are excerpted below.

Managing for Results Policy: All Maricopa County departments will participate in the Maricopa County Managing for Results system and shall comply with this policy. This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments. This framework is called Managing for Results, a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

Managing for Results is cyclical and ties performance to all that we do. The Managing for Results cycle is outlined on the chart at left.

Reserve and Tax Reduction Policy: This policy establishes the guidelines for the maintenance and use of any reserve fund balances. The policy provides for budgetary stability, debt reduction and, ultimately, stabilization and reduction of tax rates when possible. During times of economic downturn, the policy may be used to stabilize the general fund until appropriate long-term budgetary adjustments are made.

Further, the purpose of the policy is to demonstrate a commitment to the maintenance and, when possible, reduction of the tax rate while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Short-term Financial and Operational Policies That Guide Budget Development

Maricopa County's short-term financial and operational policies guide the development of the budget for the upcoming year. These policies provide the tools for building a structurally balanced budget, ensuring that the fiduciary obligations as stewards of public monies are met. The policies deal with a wide range of areas that provide financial safeguards and policy direction on such matters as lump sum budgeting, budget development, reserves and tax reduction, and internal charges and indirect cost allocations. These policies may be found in the Transmittal Letter, the Executive Summary under Policies & Their Budgetary Impact, the Managing for Results section, the Capital Budget, the Departmental Budget Schedules under mission, goals, issues and mandates, while the actual policies are included in the Attachments section. Several short-term policies that reflect the financial and operational development of the budget for the upcoming year follow.

Budgeting for Results Accountability Policy: The purpose of the Budgeting for Results Accountability Policy is to provide departments with the flexibility in managing their allocated public resources to achieve program results, while upholding accountability for spending within legal appropriations. This policy seeks to strengthen budget accountability and ownership at the department level. The program encourages departmental staff to save resources and be creative in the delivery of services. Departments are held responsible for bottom-line performance and absorb unanticipated cost increases and revenue shortfalls. This approach to budgeting can help the County cope with new fiscal challenges and improve the quality of County services.

Vehicle Replacement Policy: The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

Funded Position Policy: The purpose of the Funded Position Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

Goals and Objectives of Organizational Units-Departments

Maricopa County's organizational units consist of 62 departments, including special districts, each of which has a strategic plan that integrates planning with budgeting and performance measurement to achieve Maricopa County's mission and strategic priorities. Every department has

a mission, vision (optional), strategic priorities, issues, programs, activities, and services, all of which may be found in the Departmental Budget Schedules section under mission, goals, issues, key performance measures, and mandates.

Some departments have long-term results-oriented goals (descriptions of anticipated accomplishments or results as opposed to descriptions of functions and activities, e.g., *recycle 20% of community's solid waste stream*). For example, the Assessors Office has a long term goal for the timely and accurate identification of property owners that is 99.5% consistent with recorded documents and is updated within 30 days of a recorded change. The Elections department has a goal of reducing the number of candidates fined to less than 10% of the total filing. The Maricopa County Supreme Court has a goal to hold individuals accountable and ensure the integrity of the court through monitoring: 100% of probate cases requiring audits and financial accounting within a two year cycle; 80% of court-supervised defendants to comply with pretrial release conditions; 18% of cases complying with court collections orders. All of these goals describe long-term anticipated results.

But the majority of County department goals are more short-term in nature due to the demands of regulatory agencies, compliance to new state statutes and court rules, increases in unfunded mandates, and the rapidly changing demographics that affect justice and law enforcement, healthcare and the environmental arenas. It is not practical to establish long-term goals in areas where regulations are continually changing. For example, *Proposition 411*, which could be brought to the citizens for approval on November 5, 2002, would extend the jail tax to operate new jails; 3 Arizona Supreme Court issues, i.e., Rule 18 that deals with speedier trials for complex cases, Rule 15 regarding the disclosure of evidence, and The Ring Case, dealing with verdict determination by jurors; the mandated increases in acute healthcare contributions due to *Proposition 204*, the *mandate to increase Maricopa County's contributions for the Arizona Long Term Care System*, expenditure increases for the *County court order for the seriously mentally ill population*, and the residual from the county's *medical eligibility mandate*. All of these will have an immediate impact on the County.

Alarming portions of the County's revenue sources are committed to satisfying unfunded mandates. The lack of funding and ability to keep up with a growing population base poses potential threats to public health and safety. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure. For example, Maricopa County's total budgeted expenditures increased $321 million or 12% from FY 2001-02, and mandated expenditures alone increased by $541 million or 41% over the same period of time. General Fund mandates represent 97.8% of the General Fund budget. Maricopa County's General Fund budget increased 8.6% from FY 2001-02, and mandated expenditures increased by 20.8% over the same period of time. The significant growth in mandated expenditures within the FY 2002-03 budget placed heavy burdens upon management to meet new unfunded mandates and to ensure adequate funding of essential services while maintaining a minimum level of service on existing mandates.

Any attempts to set long-term goals for departments that are continually affected by short-term changes in the way they do business do not make sense.

Every department within Maricopa County has quantifiable short-term objectives, (e.g., open two new recycling drop-off centers by December xxxx), that are linked to the County's goals as established in it's mission and strategic priorities. Through the strategic planning process review annually, every department is required to have goals that are linked to the County's strategic priorities. The majority of County department goals are short-term. This information may be found in the Departmental Budget Schedules section under department mission, goals, issues, key performance measures, and mandates. Examples follow that show the relationship of department goals to the Maricopa County strategic priorities, and a strategic plan sample of the mission, several goals and key results measures for the Criminal Justice Facilities Development Department.

Maricopa County Strategic Priorities/Goals:

- Safe community through a streamlined, integrated criminal justice system.
- Healthy community and solvent healthcare system.

Department Goals for the Maricopa County Superior Court:

- By December 2003, the Court will provide speedy and fair justice in case processing as follows: 1) 95% of cases shall be disposed in compliance with established trial court standards; 2) case terminations shall equal or exceed case filings; 3) pending case inventories shall be reduced by 3%.
- To prevent delay in judicial decisions by December 2003, 90% of needs assessments and evaluative reports will be made to judges within guidelines adopted by the court.

Department Goals for the Criminal Justice Facilities Development Department:

- Construct on schedule and within budget 3,139 adult detention beds of the required custody classification and all necessary support facilities at a downtown location and the Durango Complex by the end of FY 2004.
- Construct on schedule and within budget a Parking Structure with 985 parking spaces and a Forensic Science Center and laboratory facility by the end of FY 2003.

Department Goals for the department of Health Care Mandates:

- By January 1, 2007, reduce average annual litigation judgments/settlements rate by 7% over the 1998 rate.
- By January 1, 2007, increase amounts written off by providers in the claims resolution process by 20% of full-billed charges while experiencing no percentage increase in payments.

Department Goals for the Medical Examiner:

- Improve service to families and other agencies by completing cases within established timeframes by FY 2003, i.e., 90% of cases closed in 45 days and 100% in 90 days.
- By June 2002, implement additional procedures to better secure drugs taken into custody, strengthen security measures taken for valuables, increase the accuracy rate of initial data entry on admission records to 90%, and free investigators and transporters from the office to go to scenes and provide time for investigators to complete necessary follow-up contacts on investigations.

Strategic Plan from the Criminal Justice Facilities Development Department

The mission of the Criminal Justice Facilities Development Department is to provide programming, design and construction management services to Maricopa County so that it can fulfill the mandate of the November 1998 jail tax initiative, thereby ensuring that there is adequate jail space to incarcerate the growing population of dangerous offenders.

Goals Include:

- Construct on schedule and within budget, 3,139 adult detention beds of the required custody classification and all necessary support facilities at a downtown location and the Durango Complex by the end of FY 2004.
- Construct on schedule and within budget, 388 juvenile detention beds and all necessary support facilities at the Durango Complex and the Southeast Regional Facility including expansion of juvenile court facilities at the Durango Complex by the end of FY 2004.

Example program with key results:

Program Name: Adult Detention Construction

Program Purpose: The purpose of the Adult Detention Construction Program is to provide construction management services for Maricopa County so that facilities to house an additional 3,139 jail beds can be constructed on time and within budget, thereby ensuring that there is adequate jail space to incarcerate the growing population of dangerous offenders.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent 4th Avenue Jail Construction project completion	5	16	38	91
Percent Lower Buckeye Jail Construction project completion	4	13	50	96

FY 2002-03 Budget Priorities And Issues

The Transmittal Letter articulates budget priorities and issues for all funds, including significant priority changes from FY 2001-02, and the factors that led to those changes. These priorities and issues are highlighted by headings in the Transmittal Letter, such as the heading: **Budget Priorities, Impacts from the State of Arizona, The Capital Improvement Program; Mandated Health Care; Maricopa Integrated Health System; Detention Operations; Employee Benefits and Other Concerns, etc.** Fiscal Year 2002-03 budget priorities are provided in the Attachments section. Priorities and issues are also summarized in the first paragraph of the Transmittal Letter. Excerpts from one of those issues contained in the Transmittal Letter that explain the State of Arizona impacts to Maricopa County's budget follow.

The State of Arizona mandated the largest single area of increase (4.1%) to the Maricopa County budget is implied. State cost shifts and other state mandated health care account for 45% of the total budget increase, equaling nearly $91 million. No merit or market salary increases for county employees have been programmed into the budget. Again, only 1.9% of the 12.3% overall increase from FY 2001-02 is relevant discretionary spending.

Revenues for fiscal year 2001-02 are projected to be below budget, with the significant drop occurring in state shared sales tax. Based on this information, the Office of Management and Budget prepared a conservative budget based on pessimistic revenue projections.

The State of Arizona faced a $930 million budget shortfall for fiscal year 2002-03. What does that have to do with Maricopa County government? Well, Maricopa County is an administrative delivery system of services for state government. 96.8% of our General Fund functions are mandated by state or federal government. We depend on state government for the majority of our revenues including: state-shared sales tax and vehicle license tax, which make up 49.2% of our general fund revenues. The State also has the ability to provide less state-aid for programs than in past years. These cost shifts and state-aid cuts had a tremendous impact on our 2002-03 budget.

Approximately twenty million dollars of our budget-balancing quandary is a result of the state budget impacts. The issues fall into two categories: mandated health care issues and criminal justice issues. In the criminal justice area, adult probation costs that were previously primarily paid for by the State are being redirected to counties. $3.2 million for the cost of probation officers and related costs will be absorbed into the County budget. Fill-the-Gap grant funds that were given to the counties 3 years ago to help speed-up criminal court case processing are being substantially reduced. Maricopa County must find another way to fund these positions and related costs that total $1.8 million. Finally, the State is requiring Maricopa County to pay $1.3 million toward the cost of imprisonment of persons sentenced to terms of less than one year.

The Budget As A Financial Plan

Fund Structure and Appropriations

An overview of Maricopa County's fund structure, including the basis for budgeting and accounting, and all funds appropriated by Maricopa County and their descriptions, may be found in the Executive Summary, Summary Schedules and Attachments sections.

Appropriation levels are established on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department's budget require approval of the Board of Supervisors. Budgeted amounts are reported as originally adopted or as adjusted by allocations from reserves (contingency) or as amended by authorization from the Board of Supervisors. All funds subject to appropriation are described in the Executive Summary section. Examples of funds appropriated, with their description follow.

Fund 100 - General Fund: The General Fund accounts for all General Revenues of Maricopa County. It tracks all the general government functions of Maricopa County.

Fund 215 - Emergency Management: Emergency Management Fund is classified as a Special Revenue Fund. Monies are used for disaster planning and training.

Fund 220 - Drug Diversion Fund: The Drug Diversion Fund accounts for the drug court program established by the presiding judge of the superior court under authority of ARS 13-3422. in cooperation with the county attorney for the purpose of prosecuting, adjudicating and treating drug dependent persons who meet the criteria and guidelines for entry into the program that are developed and agreed on by the presiding judge and the prosecutor. Funding is provided by the imposition of a fine and the payment of fees by the drug dependent person.

Fund 378 - Mesa Subordinate Debt Account: On April 1, 1996, the City of Mesa Municipal Development Corporation issued $10 million of Revenue Bonds Series 1996B on behalf of the Stadium District. The Stadium District entered into an Intergovernmental Agreement (IGA) with the City of Mesa. Pursuant to the terms of the IGA, the District will, as certain specified revenues become available in the future, repay the City an amount equal to the debt service associated with the Series 1996B bonds, plus certain expenses. This fund was established to record the distributions to Mesa for the reimbursement of debt service.

Fund 675 - Self-Insurance Trust: This fund supports the comprehensive insurance/self-insurance program, which provides protection of County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation, and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

Revenues, Expenditures, and Other Financing Sources & Uses

The Summary Schedules section provides a **single** consolidated overview of all resources and expenditures budgeted for all funds, as well as summaries of all major revenues and expenditures by fund, type, category, and department. Maricopa County's budget is annual, not biennial, therefore summaries of revenues and other resources, and of expenditures are provided for a three year timespan, including the prior year actual, current year budget, estimated current year actual, and proposed budget year.

Major Revenue Sources, Trends, and Underlying Assumptions

The major revenue sources for all funds are identified below and further described in detail, including charts and tables, in the Summary Schedules section. For major tax-based revenues, economic forecasting models are applied. The following chart lists the major revenue sources for the County and district budgets.

MAJOR REVENUE SOURCES

- Property Taxes
- Licenses and Permits
- Payments in Lieu of Taxes
- Shared Vehicle License
- Patient Service Revenue
- Miscellaneous Revenue
- Tax Penalties & Interest
- Grants
- State Shared Sales Tax
- Other Charges for Services
- Fines & Forfeits
- Gain on Fixed Assets
- Sales Taxes
- Other Intergovernmental
- Shared Highway User Revenue
- Internal Service Charges
- Interest Earnings
- Transfers In

A sample of the major assumptions underlying the primary property tax levy for the budget year are provided below, including the basis for the estimate and associated trends.

The FY 2002-03 budget process began with the update of the 10-year financial forecast, which is based on current economic trends. For major tax-based revenues, economic forecasting models are applied. The forecast predicts slower growth in primary net assessed value; assessed value growth due to market changes and new construction are projected to subside to lower levels after a drop in FY 2004-05 due to the delayed impact of the 2001-2002 recession. Estimated growth rates are conservative; market and growth estimates are based on local historical trends. However, assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system.

The Board of Supervisors is committed to keeping tax rates affordable for our constituency. Despite the worst financial conditions in a decade, the Board indicated a desire to keep the overall property tax rate flat. The overall tax rate, including the special districts, is $1.5448 per $100 of assessed valuation. Since fiscal year 1991-92 the rate has been held flat or reduced.

The FY 2002-03 Budget includes an estimated primary property tax levy (excluding Salt River Project) of $277,949,612, an increase of $25,273,389 (10%) from the FY 2001-02 adopted primary levy. This increase is due to 7.5% growth in net assessed value, of which nearly four-fifths is due to new construction; the remaining increase on existing property is partly attributable to the impact of biannual property valuation by the County Assessor. Because of biannual assessment, this year's increase in net assessed value partly reflects increases that would have been realized last year if properties had been re-valued annually. After several years of relatively high growth in net assessed value, forecasts indicate a downward trend in annual growth rates over the next five years. Net assessed values tend to lag behind the general economy.

The primary property tax may be used to support any type or level of service within the legal purview of the County, and therefore is the major revenue source for the County General Fund. The County also levies secondary property taxes that are levied for a specific purpose, i.e. the Flood Control District, Library District and Debt Service.

Revenue trends for the FY 2002-03 budget are discussed for each of the major revenue sources and enhanced with graphics. An example is provided below, with full detail, including charts and tables, found in the Summary Schedules sections.

State Shared Sales Tax Collections	
Fiscal Year	**General Fund**
1992-93	$176,925,962
1993-94	209,588,061
1994-95	215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99	279,812,954
1999-00	309,009,200
2000-01	322,429,593
2001-02*	325,653,889
2002-03**	335,423,506

* Projected Actual
** Budget

Listed at left are the actual State Shared Sales Tax collections for the last nine fiscal years, Projected totals for FY 2001-02, plus the budget for FY 2002-03. State shared sales tax collections have suffered most from the economic recession. Prior to this year, state shared sales taxes were budgeted for the upcoming fiscal year at the midpoint between the "pessimistic" and "most likely" forecast scenarios. Following this strategy, the FY 2001-02 budget assumed revenue growth of 4.5%, about half the annual growth seen over the previous five years; nonetheless, actual collections are projected to be only 1% higher than FY 2000-01, a budget shortfall of around $16 million. Given continuing economic uncertainty, the FY 2002-03 budget for the General Fund is based on the "pessimistic" forecast of 3% growth ($10 million) over FY 2001-02 projected actual collections. FY 2002-03 budgeted revenue, even with this growth, will still be less than the amount originally budgeted for FY 2001-02.

Fund Balances for All Funds

All fund balances potentially available for appropriation, including those funds carrying a zero balance, changes in fund balances, beginning and ending fund balances, and variance commentary may be found in the Summary Schedules section. Schedules are provided that list fund balance designations, the estimated beginning fund balances, projected revenues, expenditures and appropriated fund balance for the upcoming fiscal year, and resulting estimated fund balances at the end of FY 2002-03. "Beginning Fund Balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. For budgeting purposes, fund balances are Unreserved/Undesignated, which means that estimated unreserved fund balances are reduced by amounts designated for other purposes.

Narrative discussions showing anticipated fund balance declines during FY 2002-03 are provided in the Transmittal letter. Both short-term and long-term consequences are addressed. A portion of that discussion is provided below.

The County has been setting aside monies in the general fund to operate the jails since fiscal year 1999-2000. In fiscal year 2001-02, over $51.7 million in the general fund operational capacity (fund balance) was budgeted. The funding was being diverted to our "pay-as-you-go" capital program (fund balance) until the operational capacity was needed when the detention facilities opened in fiscal year 2003-04. This conservative fiscal strategy appeared to have great potential for solving the issue without going back to the voters to continue the jail tax. However, this approach has been derailed with the recessionary cycle, Maricopa Integrated Health System losses and the state budget impacts imposed on Maricopa County (over $20 million). The fiscal year 2002-03 budget will only retain $21.1 million of the $51.7 million (fund balance) that was dedicated in the current fiscal year.

This reality has brought the County back to the state legislature during the 2002 session to ask for a continuation of the dedicated sales tax for detention facilities. House Bill 2313, passed by both the senate and the house, was sent to the Governor on May 16, 2002, and was later signed. The Board of Supervisors is considering sending this item to the voters on the general election in November. The existing tax is expected to expire in 2007. Maricopa County would like to have guarantee from the voters that the jail sales tax will continue, before appropriating operating expenditures from the detention sales tax funding source which will sunset. Without this assurance,

the County could open new detention facilities with the detention sales tax that expires, and then have to shutdown the facilities once this tax ends.

The Capital Budget

The Capital Projects section specifically includes the Capital Improvement Program (CIP) policy, budgeted capital expenditures, a specific listing by fund of all capital projects for which appropriations are made, and a brief description of each major capital project, an example of which follows.

Project Title: Forensic Science Center

Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in an approximately 62,000 square foot Forensic Science Center located south of Jefferson Street between 7th and 8th Avenues in downtown Phoenix. The three-level building, with one below grade level, is affixed to the Jefferson Street Parking Structure, completed in 2002. The new facility will house autopsy suites, labs and administrative offices.

Project Cost Summary

The total budget for this project is $19.2 million with $15.9 million expended through FY 2001-02. The FY 2002-03 budget is $3.3 million. Construction began in 2001 with completion in 2002.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land	$ 1,870,331	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,870,331
Construction	12,403,910	2,662,639	-	-	-	-	2,662,639	15,066,549
Other Costs	1,633,278	665,659	-	-	-	-	665,659	2,298,937
Project Total	**$ 15,907,519**	**$ 3,328,298**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,328,298**	**$ 19,235,817**

Funding Summary

This project is funded 100% from the County Improvements Fund (Fund 435).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with the Facilities Management Department. The Forensic Science Center is scheduled for completion in FY 2002-03. The estimated operating costs upon completion in total $482,162.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 18,256	$ -	$ -	$ -	$ -	$ -
Supplies & Services	89,000	-	-	-	-	-
Subtotal	$ 107,256	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ 13,104	$ 13,497	$ 13,902	$ 14,319	$ 14,748
Supplies & Services	-	469,058	483,130	497,624	512,552	527,929
Subtotal	$ -	$ 482,162	$ 496,627	$ 511,526	$ 526,871	$ 542,677
Net Impact	**$ 107,256**	**$ 482,162**	**$ 496,627**	**$ 511,526**	**$ 526,871**	**$ 542,677**

Performance Impact

Strategic Goal(s) Addressed:

- Construct on schedule and within budget a Parking Structure with 985 parking spaces, and
- A Forensic Science Center and laboratory facility by the end of FY 2003.

Key Performance Result Measure(s):

- % Forensic Science Center Construction project completion as compared to budget.

Associated Impacts of Capital Spending

The Capital Improvement Program section and the Summary Schedules section describe if and to what extent capital improvements or other major capital spending will impact Maricopa County's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct and indirect), and other service impacts that result from capital spending.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. This is a particularly important budgetary consideration with the new jail and juvenile detention facilities. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Facilities Management Department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced, are factored into the County's Financial Forecast.

Some new facilities, particularly jails and juvenile detention centers, will also require significant additional staffing to operate. Additional staffing requirements for operating the FY 2002-03 new facilities follows:

NEW FACILITY OPERATING COSTS
STAFFING SUMMARY - FY 2002-03

	FTE		Salary/ Benefits Costs
Forensic Science Center	0.35	$	12,600
New Administrative Services Facility Parking	2.35		75,205
Downtown Property Development/Acquisition	25.00		841,240
Total Projects Opening FY 2002-03	27.70	$	929,044

Savings associated with permanent fixes to long-term maintenance problems and replacements are included in the Capital Improvement Program section. One example of a permanent fix to a long-term maintenance problem is the replacement of boilers in the Security Center Building. This project involves the replacement of two of the three existing boilers in this facility. Their condition is very poor, they are outdated (vintage 1929 and 1961), and they do not comply with current boiler code requirements. This project will ensure the proper operation of the facility in the cooler months and will lower operating costs by an estimated $10,000 per fiscal year. The FY2003 budget for this project is $400,000.

Operating impacts and savings are also quantified. One example is the Durango Juvenile Probation Building project, which is necessary because Juvenile Probation's existing facility located in Durango, building 1704, is in need of asbestos and lead paint abatement, and HVAC system replacement. Juvenile Probation employees require temporary office space while building 1704 is under-going abatement and renovation. This project is for the temporary office space only in

building 1916, located at 3345 West Durango Street in Phoenix. Completion of this project will allow Juvenile Probation to be temporarily relocated during the abatement and renovation of building 1704. Upon completion of the renovations to building 1704 and its reoccupation by Juvenile Probation, this facility will be used as swing space for other departments in similar situations and for future expansion space as approved by the Facilities Review Committee. The FY2003 Budget for this project is $720,000. The cost to construct a new facility is estimated at $1,449,184, a saving of $729,184.

Debt Service

A description of Maricopa County's debt service policies, financial information regarding current debt obligations, including the relationship between current debt levels and legal debt limits, and the effects of existing debt levels on current and future operations is contained in the Debt Service section.

The chart below shows the County's overall net debt:

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

OUTSTANDING DEBT	Audited 6/30/00	Audited 6/30/01	Projected 6/30/02	Projected 6/30/03
General Obligation	$79,595,000	$58,205,000	$39,350,000	$20,000,000
Less: Amount avail. for Retirement of General Obligation Debt	0	0	0	0
Capital Lease - General Long Term Debt Account Group (GLTDAG)	18,121,511	14,225,356	11,353,090	8,828,270
Certificate of Participation (GLTDAG)	17,222,210	13,575,119	9,804,315	5,808,084
Lease Revenue Bonds (GLTDAG)		104,355,000	91,558,756	78,031,179
Direct Net Debt	$114,938,721	$190,360,475	$151,066,161	$112,667,533
Overlapping Debt (1)	5,159,228,001	4,999,831,866	5,000,000,000	5,000,000,000
Overall Net Debt	$5,274,166,722	$5,190,192,341	$5,152,066,161	$5,112,667,533

The Arizona Constitution, Article 9, Section 8, states that a County may become indebted for an amount not to exceed fifteen percent of taxable property.

The following table represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

2000-01 Constitutional General Obligation Bonding Capacity
Maricopa County, Arizona

2000-01 Secondary Assessed Valuation	$	20,877,715,546
15% of Secondary Assessed Valuation	$	3,131,657,332
Less: GO Bonded Debt Outstanding		(58,205,000)
Plus: GO Debt Service Fund Balance		0
Unused Fifteen Percent Borrowing Capacity	$	3,073,452,332

The debt policies include: Administration of Policy, Use of Debt Financing, Method of Sale, Competitive Sale, Negotiated Sale, Use of Bond Insurance, Arbitrage Liability Management, Selection of Professional Services, Continuing Disclosure of County Financial Information, Maturity Structures, Ratings, and Modification of Policies and the Reserve and Tax Reduction Policy that discusses debt incurred.

Basis of Budgeting

The County is required by Arizona law to prepare and adopt a balanced budget annually for the General, Special Revenue, Debt Service, Enterprise and Capital Projects Funds. Arizona law further requires that no expenditure shall be made or liability incurred in excess of the amounts budgeted except as provided by law.

The County prepares its budget on the same modified accrual basis of accounting used to record actual revenues and expenditures in the Governmental funds in the fund-based financial statements as detailed in the Executive Summary section. An explanation of the basis of budgeting for all funds is essentially the same as the Basis of Accounting.

Appropriation levels are established on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department's budget require approval of the Board of Supervisors. Budgeted amounts are reported as originally adopted or as adjusted by allocations from reserves (contingency) or as amended by authorization from the Board of Supervisors. The County budgets for Governmental Fund types on a basis consistent with generally accepted accounting principles (GAAP), with the exception of the following types of transactions:

- Capital Lease Transactions
- Bond Issuance Transactions
- Arizona Long-Term Care System Refund

Operations Guide

Organization Structure

Maricopa County's organizational structure is by department. All programs, activities, and services that comprise those organizational units are fully identified and described in the Departmental Budget Schedules section.

Managing for Results

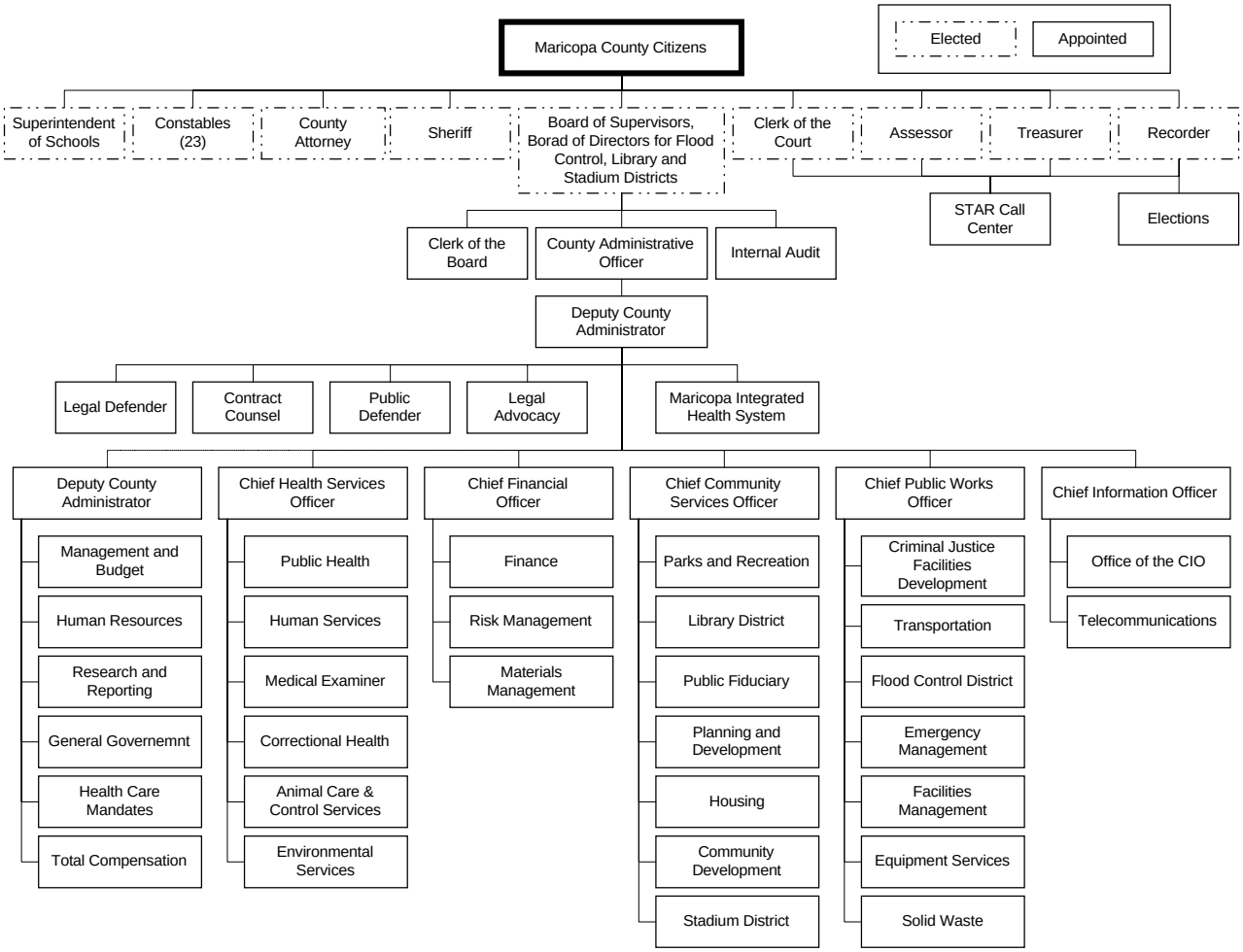
Managing for Results provides the tools necessary to determine and apply objective methods that measure progress toward accomplishing the County's mission and strategic priorities, as well as department program goals and objectives. See the Departmental Budget Schedules section for mission statements, vision (optional), major goals, issues, key programs, activities, services, and mandate details.

Planning for Results

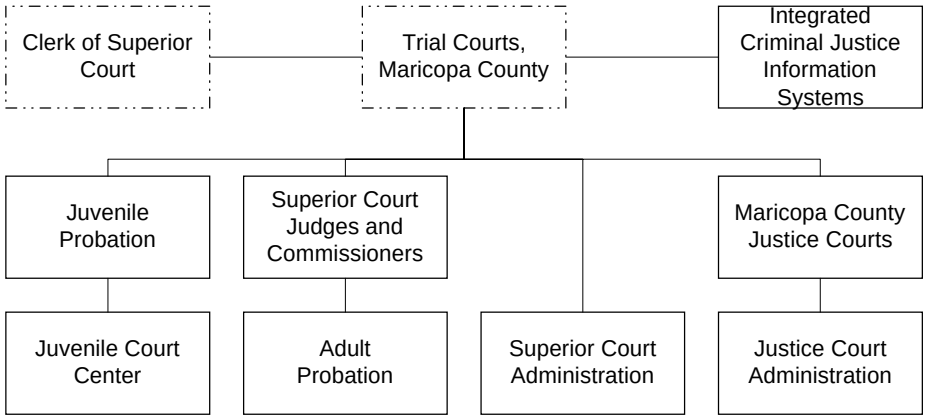
Through the Planning for Results process of the Managing for Results cycle, performance is measured, which focuses on results and accomplishments. Key performance measures focus on output and efficiency that support services. Services, in turn, support department programs. For more information regarding Planning for Results and the key performance measurements for each department, see the Managing for Results section.

Organization Charts

An organization chart for all of Maricopa County government is provided below. Detailed organization charts are provided throughout the Departmental Budget Schedules section, including the one that follows.



Arizona Courts in Maricopa County



Personnel

A key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staffing (and consequently service) funding decisions. The chart below represents a ten-year historical look at the County's FTE levels. FTE's reflect the hours budgeted for part-time positions converted to an equal number of full-time positions (based on a standard of 40 hours per week.)

Budgeted FTEs

	FY 1993-94 Actual	FY 1994-95 Actual	FY 1995-96 Actual	FY 1996-97 Actual	FY 1997-98 Actual	FY 1998-99 Actual	FY 1999-00 Actual	FY 2000-01 Actual	FY 2001-02 Estimate	FY 2002-03 Adopted
ADULT PROBATION	643.00	740.00	775.69	851.00	937.00	949.00	1,045.00	1,120.50	1,167.00	1,174.00
ANIMAL CARE & CONTROL	116.00	114.00	113.00	120.00	125.00	135.00	130.00	146.00	141.00	130.50
APPROPRIATED FUND BALANCE	-	-	-	-	-	-	-	1.00	-	-
ASSESSOR	622.00	300.00	308.00	297.00	334.00	329.00	325.00	326.00	322.00	321.80
BOARD OF SUPERVISORS CLERK	7.00	10.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
BOARD OF SUPERVISORS DIST 1	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00
BOARD OF SUPERVISORS DIST 2	4.00	3.00	4.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	4.00	3.00	4.00	3.00	4.00	4.00	4.00	4.00	3.50	3.50
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.50	3.50
CALL CENTER	-	-	-	10.00	20.00	20.00	32.00	33.00	33.00	33.00
CHIEF INFORMATION OFFICER	189.00	72.00	100.00	106.00	70.00	64.00	62.00	67.00	64.00	64.00
CLERK OF THE SUPERIOR COURT	563.00	653.00	606.04	596.25	589.00	596.00	599.00	620.00	649.00	677.00
COMMUNITY DEVELOPMENT	13.00	12.00	12.00	10.00	11.00	10.00	10.00	10.00	10.00	10.00
CONSTABLES	28.00	25.00	28.00	26.00	27.00	29.00	29.00	30.00	30.00	30.00
CONTRACT COUNSEL	-	-	-	-	-	-	-	-	7.83	8.41
CORRECTIONAL HEALTH	139.00	26.00	133.00	135.78	165.00	177.00	223.00	220.40	244.65	265.83
COUNTY ADMINISTRATIVE OFFICER	30.00	14.00	11.00	12.00	13.00	15.00	13.00	16.00	15.00	14.33
COUNTY ATTORNEY	563.00	600.00	676.71	737.30	742.00	796.00	831.00	850.00	830.92	821.25
COUNTY COUNSEL	-	-	-	-	-	-	-	-	76.33	86.50
CRIMINAL JUSTICE FACILITY DEV	-	-	-	-	-	-	4.00	6.00	6.00	7.00
ELECTIONS	61.00	57.00	57.00	57.00	55.00	53.00	54.00	54.00	54.00	54.00
EMERGENCY MANAGEMENT	14.00	12.00	13.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00
ENVIRONMENTAL SERVICES	63.00	151.00	229.00	238.60	245.00	272.00	267.00	266.75	284.25	273.50
EQUIPMENT SERVICES	78.00	60.00	64.00	63.00	65.00	60.00	60.00	62.00	63.00	63.00
FACILITIES MANAGEMENT	183.00	139.00	219.00	183.40	158.00	158.00	184.00	196.50	219.50	239.00
FINANCE	80.00	70.00	57.00	53.00	49.00	46.00	42.00	36.00	35.00	43.00
FLOOD CONTROL DISTRICT	257.00	244.00	240.00	240.00	241.00	222.00	222.00	222.25	222.50	223.50
GENERAL GOVERNMENT	-	-	1.00	7.00	7.00	1.00	11.00	9.00	1.00	1.00
HEALTH CARE DELIVERY SYSTEM	2,786.00	3,718.00	2,974.75	2,630.50	2,099.00	1,812.00	1,766.00	3,013.25	3,040.21	3,326.01
HEALTH CARE MANDATES	-	-	2.00	1.00	1.00	1.00	1.00	46.00	78.00	34.00
HEALTH PLANS	826.00	372.00	378.00	377.50	444.00	361.00	353.00	345.70	361.73	357.47
HOUSING	60.00	64.00	63.00	64.00	63.00	64.00	64.00	64.00	64.00	64.00
HUMAN RESOURCES	129.00	73.00	100.00	96.00	81.00	82.00	79.00	81.00	65.37	65.50
HUMAN SERVICES	207.00	301.00	273.00	256.00	286.00	281.00	295.00	287.00	309.00	360.00
INDIGENT REPRESENTATION	320.00	327.00	357.34	349.19	421.00	459.00	446.00	466.25	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	-	-	-	1.00	13.80	14.00
INTERNAL AUDIT	8.00	10.00	9.00	8.00	10.00	12.00	16.00	15.00	16.00	16.00
JUDICIAL MANDATES	-	-	-	-	-	-	36.00	-	-	-
JUSTICE COURTS	197.00	211.00	236.02	228.75	244.00	294.00	280.00	287.01	293.01	299.06
JUVENILE PROBATION	502.00	539.00	538.00	540.00	589.00	679.00	794.00	784.00	794.00	862.50
LEGAL ADVOCATE	-	-	-	-	-	-	-	-	51.89	51.34
LEGAL DEFENDER	-	-	-	-	-	-	-	-	67.56	69.00
LIBRARY DISTRICT	96.00	121.00	134.48	126.66	134.00	146.00	143.00	118.00	116.00	135.50
MANAGEMENT & BUDGET	22.00	19.00	23.00	22.00	21.00	22.00	24.00	18.00	20.00	18.00
MATERIALS MANAGEMENT	90.00	75.00	53.00	53.00	47.00	38.00	39.00	38.00	39.00	40.00
MEDICAL ELIGIBILITY	332.00	335.00	336.31	337.50	342.00	263.00	298.00	292.50	291.50	0.00
MEDICAL EXAMINER	15.00	27.00	44.00	45.50	47.00	50.00	52.00	54.00	62.00	62.00
PARKS & RECREATION	85.00	78.00	72.89	76.84	77.00	74.00	80.00	86.50	96.50	103.00
PLANNING & DEVELOPMENT	61.00	54.00	55.00	54.00	66.00	65.00	93.00	108.00	106.00	107.00
PUBLIC DEFENDER	-	-	-	-	-	-	-	-	423.27	430.46
PUBLIC FIDUCIARY	41.00	36.00	37.00	41.00	37.00	33.00	33.00	35.00	34.00	35.00
PUBLIC HEALTH	510.00	504.00	507.09	503.25	460.00	441.00	479.00	459.24	469.39	522.71
RECORDER	65.00	66.00	65.00	63.00	66.00	65.00	69.00	69.00	69.75	69.75
RESEARCH & REPORTING	-	-	12.00	14.50	14.00	8.00	7.00	34.50	9.50	6.75
RISK MANAGEMENT	32.00	18.00	12.00	12.00	19.00	19.00	19.00	19.00	20.00	19.00
SHERIFF	1,970.00	1,858.00	2,053.00	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	1,022.45	1,007.50
SHERIFF DETENTION	-	-	-	-	-	-	-	-	1,448.05	1,472.50
SOLID WASTE	51.00	50.00	31.00	45.00	19.00	17.00	18.00	18.00	13.00	12.00
STADIUM DISTRICT	*	9.00	7.00	7.00	7.00	7.00	8.00	4.00	4.00	4.00
SUPERINTENDENT OF SCHOOLS	26.00	35.00	29.00	28.00	29.00	29.00	29.00	30.00	30.00	30.00
SUPERIOR COURT	595.00	617.00	668.40	677.60	764.00	819.00	873.00	910.20	953.00	979.00
TELECOMMUNICATIONS	50.00	107.00	39.00	42.00	45.00	41.00	42.00	42.00	40.00	42.00
TOTAL COMPENSATION	-	-	-	-	-	-	-	-	15.00	15.00
TRANSPORTATION	536.00	495.00	500.00	511.00	522.00	512.00	511.00	511.50	509.00	478.75
TREASURER	74.00	109.00	75.00	66.00	64.00	64.00	64.00	64.00	64.00	64.00
Total	13,354.00	13,543.00	13,354.72	13,166.12	13,099.00	12,963.00	13,622.00	15,117.55	15,524.96	15,751.43

Within each department, positions may be budgeted from a variety of funding sources. In general, as discussed earlier in this document, the General Fund covers the bulk of Personnel Services, with monies from Special Revenue, Capital Project, Enterprise and Internal Service funds covering the rest. A chart is included in the Personnel Plan section detailing this.

Countywide staffing from FY 2001-02 to FY 2002-03 increased by 226.5 full-time equivalents (FTE's), or 1.5%. Significant changes in staffing levels from FY 2001-02 to FY 2002-03, including variance explanations, are provided by department at the end of the Personnel Plan section.

Communications

Summary information, including an overview of significant budgetary issues, trends, and resource choices, is integrated within the Transmittal Letter. Summary information designed to provide the lay person with a broad view of the contents included in the FY 2002-03 Maricopa County budget, its processes, issues and anticipated outcomes is presented in this Budget At A Glance section. Complete budget summary data, trends and variance commentary, along with an overview of Maricopa County's fund structure may be found in the Executive Summary, Summary Schedules, Capital Projects, and Financial Forecast sections.

Other Planning Processes

The Maricopa County budget process is closely tied to the Managing for Results system that integrates strategic planning with budgeting and performance measurement (see the Managing for Results section for details behind this successful planning process). Another planning process identified within the budget document is Budgeting for Results that integrates performance based budgeting with the development and update of strategic plans. The Budgeting for Results Accountability Policy provides for the control of the budget at the department level. The Reserve and Tax Reduction Policy provides for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. This policy sets budgetary and financial guidelines regarding the reduction of taxes. The Reserve and Tax Reduction Policy demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Detail regarding Maricopa County's other planning processes and their effects upon the budget, including those mentioned above, (i.e., Managing for Results, Budgeting for Results Policy, separate Budgeting for Results Accountability Policy, and the Reserve and Tax Reduction Policy), and the Vehicle Replacement Policy, General Government Policy, Policy for Administering Grants, Performance Management Process, Funded Position Policy, New Position Establishment Policy, Position Funding Policy Guidelines, Requests for Additional Funding (Results Initiative Requests) process, Use of the Jail Excise Tax process, and the Capital Improvement Plan processes may be found in the Executive Summary, Managing for Results, and the Attachments sections.

Budget Processes

A full description of the process for preparing, reviewing and adopting the budget for the coming fiscal year is provided in the Executive Summary section, including the procedures for amending the budget after adoption. This budget document is also available on the Internet at: http://www.maricopa.gov/budget/default.asp.

A separate capital budget process is described in the Capital Improvement Program section. A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Capital projects completed generally require additional operating budget resources

for upkeep, maintenance, security and other costs associated with additional acreage, mileage or square footage.

There are two budget calendars included in this document. There is a Budget Process Timeline that provides a general guideline for developing the budget and supplements the budget process narrative in the Executive Summary section. The actual Budget Calendar used for developing and adopting the FY 2002-03 budget may be found in the Attachments section, along with the Budgeting for Results Policy Guidelines.

Communicating with Charts and Graphs

Charts/tables and graphs are used throughout the budget document to highlight financial and statistical information. Detailed narrative interpretation is provided when the message conveyed by the charts and graphs are not self-evident. Charts/tables and graphics are integrated with narratives to illustrate essential information throughout this budget document, particularly when communicating policy information, trends and impacts upon the budget. The County At A Glance, Personnel Plan, Mandates, and Departmental Budget Schedules sections contain the most charts/tables and graphs.

Revenue and Expenditure Classifications

Narrative, tables, schedules, and matrices show the relationship between different revenue and expenditure classifications (e.g., funds, programs, organizational units) in the Summary Schedules section. Maricopa County's fund structure, or relationship between the County's functional units and its financial structure is explained in the Executive Summary section, (i.e., the reader is able to learn the relationship between functional units and the entity's financial structure).

Revenue and expenditure information is cross-classified into other formats, which may be found in the Summary Schedules section. Some of these formats include the cross-classification by major revenue classifications across funds, by major objects of expenditure across departments and by funds across departments.

Table of Contents

A Table of Contents is provided at the beginning of this document. It is very comprehensive for a document of this size and allows the reader to quickly locate information. A sample is provided below.

Personnel Plan

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Glossary

A glossary is provided in a section at the back of the budget document. The glossary defines technical terms related to finance and accounting as well as terms related to Maricopa County. The glossary is written in simple language, specifically for the non-technical reader. Several examples follow.

Demand Measure: A measure of the number of total units of service or product anticipated to be demanded or needed by the customer. Examples include, number of residents eligible for job training or number of building inspection applications received.

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, and salary adjustments.

Fund: A fund is used to account for revenues and expenditures with a specified purpose.

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand and efficiency.

Acronyms used in this document are defined in the Glossary section, with examples below.

GAAP: Generally Accepted Accounting Principles.

MCSO: Maricopa County Sheriff's Office.

ISF (Internal Service Fund): A proprietary fund that accounts for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis like a business.

The County and Community It Serves

Statistical and supplemental data that describes Maricopa County and the community it serves, including other pertinent background information related to the services provided may be found in the County At A Glance section. This section also provides statistical information that defines the community such as demographics (e.g., population, composition of population, and land area).

Supplemental and other pertinent information regarding Maricopa County and the local community and economy (e.g., major industries, employment, building permits issued, healthcare services provided, and maps) are located in the County At A Glance section and Transmittal Letter.

The FY 2002-03 Annual Business Strategies Document

This document is formatted and printed in such a way as to enhance understanding and utility to the reader's needs. Page formats are consistent, each showing the current section of the document in the margin, the page number at the bottom, and the department name at the top of each page in the Departmental Budget Schedules section. Large bold headings identify what is being presented, and the use of "(continued)" on the top of pages is added when deemed essential, and, when related information is split between pages.

Although this document is large, as is the County it represents, the information presented is vital to a full understanding of the Maricopa County, its budget, budget processes, mandates, impacts, and the citizens it serves. The level of detail presented in this document is done so at the request of management, Elected Officials, and the citizens of Maricopa County.

This "Budget At A Glance" section is provided so that the lay reader may quickly obtain a comprehensive understanding of all that is contained herein. The table of contents helps the reader locate information quickly within the document.

Charts and graphs are provided throughout the document with sufficient information as to be easily understood by the casual reader. Changes in type sizes and styles are avoided in this document. The entire document utilizes consistent type styles and sizes for headings, body text and graphics, the use of which adds to the overall presentation and comprehension of the data provided. See the County At A Glance, Personnel Plan, Mandates, and Departmental Budget Schedules sections to view the areas containing the most charts and graphs.

County Administrative Officer's Transmittal Letter

To: Don Stapley, Chairman, District 2
Fulton Brock, District 1
Andrew Kunasek, District 3
Max W. Wilson, District 4
Mary Rose Garrido Wilcox, District 5

The 2002-03 fiscal year budget for Maricopa County is being presented as a creative solution to a very tight budget year. The total budget is $2.465 billion (with Special Districts). Discretionary spending outside of the health care system amounted to an overall increase of only 1.9%. Expenditure increases driven by patient volume in the Maricopa Integrated Health System generated an additional 2.4% increase, offset by patient-generated revenues. Unavoidable increases for health, dental and other insurance costs added another 0.6% growth in total spending. The Capital Improvement Program (CIP) accounts for almost $72 million, or 3.3% of the total budget variance. The CIP is being funded with cash and proceeds from the voter-approved sales tax for detention facilities, and will reduce operational costs by cancellation of leases into the future. The State of Arizona mandated the largest single area of increase (4.1%). State cost shifts and other state mandated health care account for 45% of the total budget increase, equaling nearly $91 million. No merit or market salary increases for county employees have been programmed into the budget. Again, only 1.9% of the 12.3% overall increase from FY 2001-02 is relevant discretionary spending.

Maricopa County's response to the September 11th attacks and the economic slowdown that resulted has been both innovative and fiscally sound. Prompt, decisive action was taken by the Board of Supervisors and County government. The economic downturn placed a heavy burden on Maricopa County. The Board of Supervisors took all appropriate action to maintain a structurally balanced budget.

On October 15, 2001, budget-balancing guidelines were instituted. These guidelines encouraged departments and offices to reduce spending, and continue to provide high quality services at a reduced cost. The actions taken included: a reduction in travel, reduced capital outlay, voluntary expenditure reductions, and revenue enhancements. This cooperative method of budget balancing has been quite successful, and is preferable to the arbitrary method of choice used in most jurisdictions – across the board percentage reductions. Not only were we able to balance the 2001-02 budget, but create positive camaraderie that is seldom seen during budget alerts.

Revenues for fiscal year 2001-02 are projected to be below budget, with the significant drop occurring in state shared sales tax. In December, the Board of Supervisors ratified the Elected Officials, the Judicial Branch, and appointed department directors' voluntary budget reductions. Those reductions resulted in an $11.8 million mid-year adjustment to Maricopa County's budgeted expenditures and a $3.5 million increase in department revenue projections.

Impacts from the State of Arizona

The State of Arizona faced a $930 million budget shortfall for fiscal year 2002-03. What does that have to do with Maricopa County government? Well, Maricopa County is an administrative delivery system of services for state government. 96.8% of our functions are mandated by state or federal government. We depend on state government for the majority of our revenues including: state-shared sales tax and vehicle license tax, which make up 49.2% of our general fund revenues. Solutions to many issues that we face, require us to ask for authority from the State Legislature. When the state is facing a budget shortfall, they often look to local governments, primarily counties,

to pick up more costs. The State also has the ability to provide less state-aid for programs than in past years. These cost shifts and state-aid cuts had a tremendous impact on our 2002-03 budget.

Approximately twenty million dollars of our budget-balancing quandary is a result of the state budget impacts. The issues fall into two categories: mandated health care issues and criminal justice issues. Maricopa County spends approximately 35.7% of our General Fund budget or $345.8 million on health care costs. These unavoidable cost transfers from the state must be absorbed in our budget plan. They include: $6.5 million increased contribution for the Arizona Long Term Care System, a $4.0 million expenditure increase for mental health restoration to competency, a $200,000 reduction in county health care grants, and a small positive gain of $1.1 million for the Maricopa Medical Center.

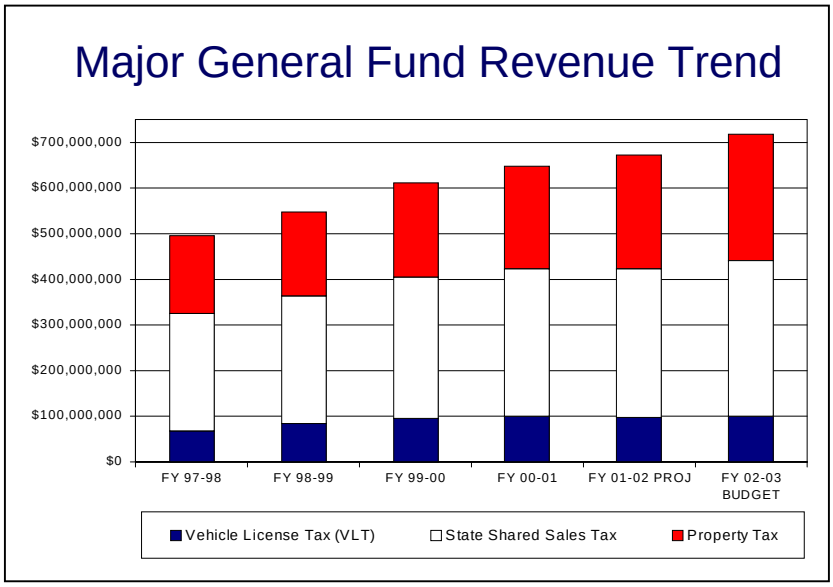
In the criminal justice area, adult probation costs that were previously primarily paid for by the State are being redirected to counties. $3.2 million for the cost of probation officers and related costs will be absorbed into the county budget. Fill-the-Gap grant funds that were given to the counties 3 years ago to help speed-up criminal court case processing are being substantially reduced. Maricopa County must find another way to fund these positions and related costs that total $1.8 million. Finally, the State is requiring Maricopa County to pay $1.3 million toward the cost of imprisonment of persons sentenced to terms of less than one year.

Budgeting For Results

Budget preparation for fiscal year 2002-03 utilized similar techniques to those established during the 2001-02 budget alert. Budget Guidelines established by the Board of Supervisors on January 14, 2002, outlined the need for base budget reviews, which reduces expenditures, encourage no additional project funding requests, and emphasized keeping service levels high. Maricopa County prides itself in providing high quality services at a low cost. Base budgets throughout the County were reduced by $22.8 million, while keeping service levels constant.

We continue to be the fastest growing, large County in the United States. On April 30, 2002, the headline in the Arizona Republic was, *Valley has growing Pains, Maricopa County services to be strained*". The article confirmed that Maricopa County is the fastest growing in the nation, according to Census Bureau figures. Interestingly, Maricopa County's population is larger than that of 21 states. It also is quoted as affirming, "That means the county faces state-sized demand for needs as varied as roads, affordable housing, schools, parks and social services, needs that most officials agree will require more money than is available." County officials acknowledge this but set a goal of completing a budget, which maintains current service levels, while cutting expenditures. This outcome was achieved.

Econometric predictions declare that in fiscal year 2002-03, a slow recovery process will begin. Based on this information, the Office of Management and Budget prepared a conservative budget based on pessimistic revenue projections, as the graph at right shows. Major revenue growth for 2002-03 will be $20.5 million. However, base budget expansion will be $28.5 million for unavoidable increases, such as the Maricopa County contribution to the Arizona Long Term Care



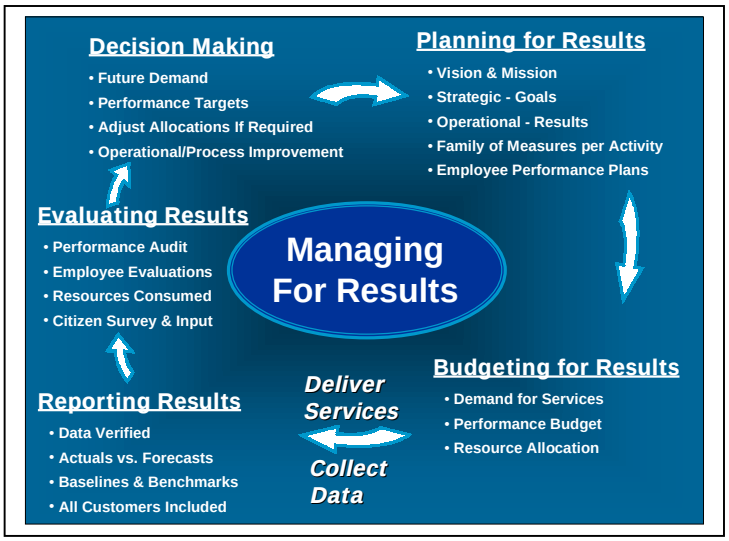
System, employee health and dental benefit costs, general election expenses, and the county court order for the seriously mentally ill population. This required an immediate adjustment to departmental base budgets to remain in balance, before state funding cost shifts and funding reductions.

Budgeting for Results was used as the conduit for our discussion during this budget development cycle. All funding requests focused on the program outcomes that would be achieved for the dollars invested. Alignment with countywide strategic goals and departments strategic plans was a catalyst to reaching budget recommendations. All of this detailed project information will be tracked and evaluated in the next fiscal year. Result information will be made available to our citizenry.

Managing For Results

In fiscal year 2000-01, Managing for Results became a reality in Maricopa County. All departments participated in an intensive strategic planning process and have been tracking performance measures and progress towards strategic goals all year. County management and the Board of Supervisors utilize this information to make decisions throughout the year. The performance information is tracked quarterly and available on the county's website: www.maricopa.gov.

Participation in the Managing for Results process is ongoing. It ties performance to all that we do. Employees are connected to the process through the development of the strategic plan, reporting on performance measures, with their own performance plans which align with that department's strategic plan, and finally, through their annual performance appraisals. The County is working on a gain-sharing plan that will reward employees for achievement of results and for saving money within their department. The cycle utilized is outlined at right.



To demonstrate a department example I have included an excerpt from the most recent quarterly report for the Transportation department. The complete strategic report is available on the County's website.

Department Mission:
The mission of the Department of Transportation is to provide a quality transportation system to the travelers in Maricopa County so they can experience a safe, efficient and cost-effective journey.

Department Goal # 2:
By 2005, MCDOT will increase the safety and capacity of the existing transportation system while reducing congestion by decreasing the accident rate and increasing the capacity on county maintained roadways by 5%.

Quarter 3: MCDOT completed construction of intersection improvements at SR303L and Indian School Road, the first of three interim intersection improvements along SR303. Completed four new traffic signals at intersections of Ellsworth Road and El Mirage Road. Award contract to upgrade traffic signal controllers at 27 locations occurred.

Program Name and Purpose: Operate and Maintain Transportation Systems
The purpose of the Operate and Maintain Transportation Systems program is to provide roadway upkeep and traffic flow management to the travelling public so that they can have safe trips on smooth, cost effective roads.

Activity Name and Purpose: Incident Management
The purpose of Incident Management activity is to provide emergency and event traffic control services to travelers so that they experience safe and minimal delays during the incident/event.

Key Results Measures: % of responses by Response Team within 30 minutes to the scene:

Projected – 98.0%
Quarter 1 – 100.0%
Quarter 2 – 96.7%
Quarter 3 – 75.0%

Outputs: # of incidents/events requests

Projected – 96 Full Year
Quarter 1 – 21
Quarter 2 – 27
Quarter 3 – 24

Efficiency: $ cost per response made by Response Team

Projected – $572.00
Quarter 1 – $605.66
Quarter 2 – $537.99
Quarter 3 – $400.78

As you can see, there are a wide variety of details available to the public on the performance of a department, at the highest level to the lowest detail. We hope that this information will evolve over time and will become more and more useful as this initiative progresses. As more information is gathered, trends will be presented and more analysis will follow.

Government Performance Project

Maricopa County was selected as one of 40 counties in the United States to participate in the Government Performance Project in 2001. The Government Performance Project has been in existence since 1996. Under the auspices of The Pew Charitable Trusts, the Maxwell School of Citizenship and Public Affairs of Syracuse University has rated the management capacity of local and state governments and selected federal agencies in the United States. Maxwell School's Alan K. Campbell Public Affairs Institute administers the project, called the Government Performance Project (GPP). GPP is a comprehensive survey of the effectiveness of core government management activities. The survey reviews the following areas: financial management, capital management, human resources, managing for results, and information technology. It is the most in-depth survey ever completed on counties.

Maricopa County was one of two counties in the nation to receive their highest grade, A-. Governing Magazine is quoted as stating, "Over the past six years, the county has undergone a startling reformation . . . There has emerged a focus on team-building, a results orientation and a system of incentives and disincentives to keep spending in line. The county now awards its departments enormous freedom to make spending decisions, retain savings and offer personal

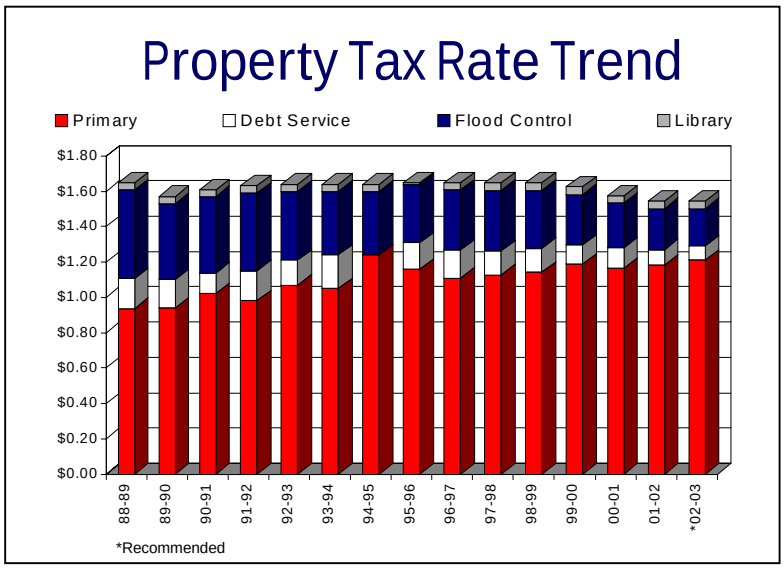
rewards to employees." This accurately portrays the environment that we strive to achieve. Below is how our grades were awards in the various categories.

Government Performance Project

✓	**Financial Management**	**A-**
✓	**Capital Management**	**B+**
✓	**Human Resources**	**B+**
✓	**Managing for Results**	**A-**
✓	**Information Technology**	**A**

Property Tax Rate

The Board of Supervisors is committed to keeping tax rates affordable for our constituency. A strategic goal adopted by the Board last year addressed this issue. This was reiterated in the budget guidelines the Board approved in January 2002. Despite the worst financial conditions in a decade, the Board indicated a desire to keep the overall property tax rate flat. The overall tax rate, including the special districts, will include a recommended flat rate of $1.5448 per $100 of assessed valuation. Since fiscal year 1991-92 the rate has been held flat or reduced. The graphical illustration shows a 15-year historical perspective on this issue.



Budget Priorities

For FY 2002-03, the Board of Supervisors had a very simple approach to budget development – keep base expenditures the ***same or lower*** than the current year. Revenues were budgeted very conservatively, and no requests for additional funding were to be submitted. The only items that have been given consideration for funding beyond last year's base are those that the Board of Supervisors considers critical or emergency in nature. These items have primarily been replacement of local grants, mandated items (primarily from the State of Arizona), and funding new facilities that are opening. Without increasing funding to replace local grant cuts, service levels would be decreased. Funding to utilize new facilities coming on-line, have received adequate resources to begin operations. And finally, expenditure allocations were made for mandated costs and cost shifts that the State of Arizona has passed onto County residents.

Budget Reductions

The Office of Management and Budget worked very closely with Elected, Judicial Branch, and Appointed departments to reduce base budgets. Departments and Offices have cooperated and been very supportive of the approach taken by the Board of Supervisors. Many departments took significant reductions in their expenditure budget either through the voluntary reduction in December of 2001 or during the fiscal year 2002-03 budget development process. I want to take this opportunity to thank all of the Elected Officials, Department Directors, and Judicial Officers who

unselfishly accepted reduced funding levels and still vowed to continue the same level of service to our citizens.

New Facilities to Begin Operations

In fiscal year 2002-03, four new facilities will be brought into service. These new facilities have been paid for with cash accumulated over the past four years, a result of the Board's conservative pay-as-you-go approach to capital spending. These facilities have been paid for with General Fund dollars and the designated Jail Transaction Privilege Tax. Each facility is expected to provide better service and will be a community asset for years to come.

The first facility to become operational is the Northwest Regional Court. This new regional court will expand Superior Court services and will be a located at the Surprise City Services Complex. The City of Surprise has worked in cooperation with Maricopa County to locate this much needed court facility to the northwestern section of the valley. Court services that will be provided there include the adjudication of civil, family and probate cases. The cost to finance and operate this new facility will be $944,465, and operation of this facility will begin in July 2002.

The next facility that will open will be the Forensic Science Center and new administrative parking structure. This facility's opening is planned for the Fall of 2002, and will replace an existing building that was built in the 1960s. The antiquated and dysfunctional building that is now housing this important County mandated function will be demolished once vacated. The new 62,000 square feet, three-story building will house autopsy suites, labs, and administrative offices. Operating costs associated with the new facility will be $482,162 in fiscal year 2002-03, along with $74,251 for new staff and associated costs. In conjunction with the opening of this building, an 8-level, 985 space parking structure will also open. The operating costs for this element of the structure is $196,394 in the first year.

The Detention Capital Projects will open two new facilities in fiscal year 2002-03. The adult detention operations will open the Central Services building in January 2003. The Central Service building will consist of laundry, stores warehouse, food factory, and the central plant. This building is 183,000 square feet, and the operational costs associated with it will be $3,263,516 in FY 2002-03 (partial year) to $3,700,047 in FY 2003-04. This building will begin providing support services to existing jails during fiscal year 2002-03, and will expand to new detention facilities in the coming years, as new jails come on-line.

The Juvenile Detention program will open an innovative and important new building in January of 2003. The Juvenile Residential Treatment Center will be located at the corner of Durango and 35th Avenue. This single-level, 28,000 square foot structure will provide 48 treatment beds for juveniles. Since 60% of juveniles that enter the detention system has substance abuse issues, this new service is expected to have measurable results for the community, such as:

- Reducing the waiting time for juveniles to receive substance abuse treatment (currently averaging 4-6 months); and
- Increasing the likelihood of juveniles remaining free of illegal substances, therefore increasing the likelihood that they will successfully complete their term of probation.

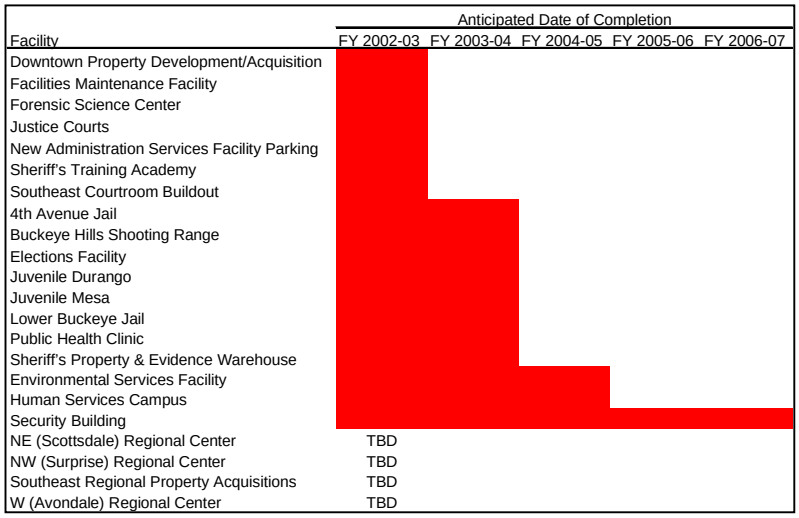
The Capital Improvement Program

One of our most innovative fiscal policies is our pay-as-you-go capital financing plan for our general fund Capital Improvement Program (CIP). In order to ensure that the County continues cash funding, the Board reduced the CIP from a five-year $238 million plan to the current $158.7 million CIP (including projects completed to date). This reduction was necessary due to our strained economic circumstances and the unanticipated state funding shifts that occurred during the 2002

legislative session. This fiscal discipline explains Maricopa County's ability to remain solvent and healthy during even the most difficult financial conditions. The reduction in the Capital Improvement Program was primarily achieved by scaling back the Downtown Administrative Service Building from $141.5 million to $50 million. The County is now investigating the possibility of purchasing an existing facility or building a much lower cost and sized building on our established site.

In accordance with the Reserve and Tax Reduction Policy, the Board of Supervisors authorized annual debt service payments on the General Government CIP plan of $18.3 million. The County issued "certificates of participation", (COPS, a financing instrument) in June 2001. The COPS will be repaid with the CIP cash reserve fund balance noted above. The cost of financing will be offset by interest earned on the CIP cash reserve fund balance account. This fund balance also serves as a rainy day contingency fund, and has reserves for our Maricopa Medical Center's accounts receivables, general fund cash flow, operating losses in the Maricopa Integrated Health System, and other major building maintenance issues. This approach will provide the greatest fiscal flexibility and will result in the lowest cost option for our taxpayers. Maricopa County is projected to accumulate full funding for the CIP by the end of fiscal year 2001-02.

General Fund and special revenue projects that are continuing from last year include: the forensic science center, new administrative parking structure, infrastructure for a new administrative building, security building tenant improvements, human services campus and the public health building. New projects that have been added to the CIP are downtown property acquisition/development, the Buckeye Hills shooting range, the Sheriff's property and evidence warehouse, elections facility, and land acquisition for three regional centers (contingent upon land sales.)



Our adult and juvenile detention facilities are being funded by a 1/5 of a cent Jail Excise Tax (sales tax) approved by the voters in November 1998. These taxes will sunset after 9 years or when $900 million is raised. The 2002-03 CIP fund for these programs is $252 million and $525.6 million for the 5-year CIP. Projects underway include: 4th Avenue jail, Jackson Street garage, Lower Buckeye jail, Sheriff's training facility, Durango and Mesa juvenile detention facilities, Facilities Management Department's Maintenance Facilities, and the Southeast courtroom build-out.

Public works departments, Transportation and the Flood Control District, continue to have the largest Capital Programs in Maricopa County. The Department of Transportation utilizes a planning process that employs intergovernmental cooperation and prioritization based on an established list of ranking criteria. These include: safety, land use, traffic volume, cost/benefit, joint sponsorship, and bonus points for a variety of items. Fiscal year 2002-03 capital improvement expenditures for the Department of Transportation will be $84.3 million, with a 5-year projection of $334.7 million.

The Flood Control District also utilizes a collaboration model to plan and prioritize projects. Their multi-step decision process is intended to implement previously approved fiscal policies from the District's strategic plan. Potential CIP projects are identified through Area Drainage Master Plans or agency requests. Issues that are considered through the prioritization process include: agency priority, master plan elements, hydrologic significance, protection, environmental quality, area-wide benefits, project cost, partnership participation, operational and maintenance costs and

responsibilities. In fiscal year 2002-03, the CIP budget for the Flood Control District will be $48.7 million, with the 5 year CIP plan of $257.6 million.

The Maricopa Integrated Health System is not budgeting any CIP in the coming year due to lack of a funding source.

Mandated Health Care

Health Care issues are front and center in Maricopa County. Costs for providing these mandates continue to grow at a very quick pace. One of the reasons for this is the increased cost for the acute care and long-term care programs. These programs are operated at the state level but funded in part or largely by county government. Maricopa County is responsible for funding a large portion of the State of Arizona's acute care program called the Arizona Health Care Cost Containment System (AHCCCS) and long-term care program called Arizona Long Term Care System (ALTCS). Increases in AHCCCS contributions will be $3.0 million in 2002-03 due to Proposition 204 mandates.

The ALTCS contribution is more problematic. In 1997, the Arizona State Legislature passed legislation to assist counties with the double-digit growth being experienced in the long-term care plans, by sharing the growth 50-50 in future years. This important legislation was touted as saving many of the smaller counties from bankruptcy. (Prior to this legislation, counties paid 100% for the cost of the long-term care system.) In exchange, the urban counties, Maricopa and Pima, would give-up the monopoly they had on providing these services to the long-term care population, and would compete for the business with the private sector. This privatization of the system resulted in a reduction in bottom-line profits for Maricopa's long-term care health plan from $25.4 million to $15.7 million in the first full-year of operations. Maricopa County's market share is now 69.1%, rather than the 100% prior to the deal. As part of the budget-balancing plan by the state, the agreement to share the growth has been rescinded. In fiscal year 2002-03, Maricopa County will have an increased contribution of $13.6 million from the General Fund, which has been budgeted. Only half was anticipated. This has been a serious fiscal blow.

Maricopa County is dealing with residual from our medical eligibility mandate, which existed prior to October 2001. Now our pending claim resolution/litigation pool has reached $318 million. Litigation costs and potential adverse court decisions could have a devastating impact on our financial health. Maricopa County officials will do all they can to protect taxpayer funds by aggressively defending against claims the County believes are not eligible under state statutes.

In the aftermath of September 11th, Maricopa County has recommitted to protecting our community from bio-terrorism through our public health department. In fiscal year 2001-02, the Board of Supervisors approved a $38,465 emergency response program that will ensure our preparedness in the event of a public health crisis. This funding was continued in the 2002-03 budget at an annualized level of $313,876. Maricopa County is committed to protecting the health and safety of our community, and this program will focus on the infectious disease aspect of a threat. Grant funding in the amount of $3 million will be used to supplement this new program.

Maricopa Integrated Health System

Maricopa Integrated Health System (MIHS) has not required a County general fund subsidy, despite the turbulent health care market, until very recently. In fiscal year 2001-02, the County general fund will transfer $11.7 million dollars of its fund balance to MIHS to offset the cash depletion that has occurred in the last 18 months. In addition, a $4.1 million operating loss is anticipated for the fiscal year ending June 30, 2002 on a full accrual basis, and the system is projected to lose $5.3 million in FY 2002-03. This unfortunate dwindling of resources is putting a strain on all county services, but is not unexpected in a recessionary environment. During

recessions, more families and individuals depend on the County integrated health system to provide uncompensated health care services. The unemployment rate and lack of employer-provided health insurance during difficult times has a very detrimental impact on our system. MIHS will continue to investigate ways to lessen the burden by instituting an "Ability to Pay Program", seeking state and federal assistance, and looking for ways to cut costs and increase revenues.

Meanwhile, the County is reserving funds for the health system to ensure that if deficits continue, the government can weather the storm. A total of $53 million is reserved in the General Fund fund balance for the Maricopa Integrated Health System in fiscal year 2002-03.

Detention Operations

The fiscal difficulties that we are experiencing could have ramifications for our expanding detention programs. In November of 1998, the voters of Maricopa County approved a dedicated sales tax to build *and operate* adult and juvenile detention facilities. When this measure was originally brought to the state legislature, the County and the citizen committee asked for a continuing sales tax. The recommendation was to have a 1/3 of a cent tax that would be reduced after construction of the jails to a lesser amount for operation of the jails/juvenile detention facilities. The Legislature rejected that measure, and instead approved a measure to raise 1/5 of a cent tax for 9 years or until $900 million was obtained. This strategy was, and still is problematic, since the County may not be able to absorb the operational costs within its general fund resources.

The County has been setting aside monies in the general fund to operate the jails since fiscal year 1999-2000. In fiscal year 2001-02, over $51.7 million in the general fund operational capacity was budgeted. The funding was being diverted to our "pay-as-you-go" capital program until the operational capacity was needed when the detention facilities opened in fiscal year 2003-04. This conservative fiscal strategy appeared to have great potential for solving the issue without going back to the voters to continue the jail tax. However, this approach has been derailed with the recessionary cycle, Maricopa Integrated Health System losses and the state budget impacts imposed on Maricopa County (over $20 million). The fiscal year 2002-03 budget will only retain $21.1 million of the $51.7 million expenditure appropriation that was dedicated in the current fiscal year.

This reality has brought the County back to the state legislature during the 2002 session to ask for a continuation of the dedicated sales tax for detention facilities. House Bill 2313, passed by both the senate and the house, was sent to the Governor on May 16, 2002, and was later signed. The Board of Supervisors is considering sending this item to the voters on the general election in November. The existing tax is expected to expire in 2007. Maricopa County would like to have guarantee from the voters that the jail sales tax will continue, before appropriating operating expenditures from the detention sales tax funding source which will sunset. Without this assurance, the County could open new detention facilities with the detention sales tax that expires, and then have to shutdown the facilities once the this tax ends.

Human Services Campus

Maricopa County is working on an innovative program with other community leaders to provide coordinated services for the homeless and at risk populations in our region. In April 2001, the Board of Supervisors asked county administration to facilitate the development of a multi-agency and services campus for this population. The 2002-03 budget includes $1.71 million of funding that the county is contributing to this important function. An action plan has been developed that addresses facility planning and campus design, a center-based delivery system, capital development and financing, and integration of the campus with other regional planning efforts. Major services that have been identified to be housed on the campus include: Andre' House of

Arizona, Central Arizona Shelter Services, Maricopa County HealthCare for the Homeless Program, Northwest organization for Voluntary Alternatives Safe Haven, St. Joseph the Worker, and St. Vincent de Paul. These organizations provide food, temporary shelter, health care, clothing, counseling, education, and job readiness training. This important project will have a lasting effect on the community. We are glad to be a part of this first step towards ending homelessness in our county.

Employee Benefits and Other Concerns

Maricopa County has experienced three consecutive years of over 20% increases in its medical health insurance premiums for its employees. The County is in the process of bidding these services and may have a new provider in January of 2003. Based on projections made by our health benefit consultants and actuaries, we have projected as much as a 30% increase in these premiums beginning in January 2003.

I am not recommending any general salary increase for employees in the coming year. However, I will be recommending that the Board of Supervisors fund the employee portion of the health benefit increase, consider one-time gain-sharing incentive plans, and provide more paid-time-off for County employees based on performance. I hope that these initiatives will help to maintain morale during these financially lean times.

Conclusion

The Board of Supervisors deserves great praise for continuing their conservative budgeting and fiscal policies in a very difficult year. They have set sound priorities, avoided tax increases, and have maintained service levels. I want to thank the Elected Officials, Judicial Officers, and Appointed Department Directors for working very collaboratively with the Office of Management and Budget to develop a results-oriented annual plan to present to our citizenry.

Sincerely,

David R. Smith
County Administrative Officer

On July 22, 2002, the Board of Supervisors approved the 2002-03 Final Budget, with changes from the Tentative Budget, including the Flood Control, Library, and Stadium Districts, in the amount of $2,464,915,690. General Fund and Detention Fund revenue and expenditures were reduced to reflect revised revenue collection forecasts. As a result of the reduction in Detention Fund revenue, the fund transfer from the Detention Fund (operating) to Capital Projects was reduced commensurately. This action required a corresponding change to the Eliminations budget. Special revenue fund revenue and expenditures increased overall, due to additional grants and fee revenue. Enterprise fund revenue and expenditures were increased to accommodate expansion of the Obstetrics Ward at the Health Care Delivery System. Adjustments were made to the Stadium District's Debt Service, Special Revenue, and Eliminations funds as a result of bond refinancing. The Final Budget expenditures, which are subject to the expenditure limit, do not exceed those in the published estimates adopted by the Board of Supervisors on June 17, 2002.

Executive Summary

Summary of Significant Accounting Policies

The accounting policies of Maricopa County conform to generally accepted accounting principles applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB). During the year ended June 30, 2002, the County implemented GASB Statement No. 34, as amended by GASB Statement No. 37, which prescribes a new reporting model consisting of both government-wide and fund financial statements. The County also implemented GASB No. 38, which prescribes new and revised note disclosure. A summary of the County's more significant accounting policies is presented.

Basis of Presentation

The basic financial statements include both government-wide statements and fund financial statements. The government-wide statements focus on the County as a whole, while the fund financial statements focus on major funds. Each presentation provides valuable information that can be analyzed and compared between years and between governments to enhance the usefulness of the information.

Government-wide statements – provide information about the primary government (the County) and its component units. The statements include a statement of net assets and a statement of activities. These statements report the financial activities of the overall government, except for fiduciary activities. They also distinguish between the governmental and business-type activities of the County. Governmental activities generally are financed through taxes and intergovernmental revenues. Business type activities are finances in whole or in part by fees charged to external parties.

The statement of activities presents a comparison between direct expenses and program revenues for each function of the County's governmental activities and segment of its business-type activities. Direct expenses are those that are specifically associated with a program or function and, therefore, are clearly identifiable to a particular function. The County allocates indirect expenses to programs or functions. Program revenues include:

- Charges to customers or applicants for goods, services, or privileges provided,
- Operating grants and contributions, and
- Capital grants and contributions, including special assessments.

Revenues that are not classified as program revenues, including internally dedicated resources and all taxes, are reported as general revenues.

Generally, the effect of interfund activity has been eliminated from the government-wide financial statements to minimize the double counting of internal activities. However, charges for interfund services provided and used are not eliminated if doing so would distort the direct costs and program revenues reports by the departments concerned.

Fund-based financial statements – provide information about the County's funds, including fiduciary funds and blended component units. Separate statements are presented for the governmental, proprietary, and fiduciary fund categories. The emphasis of fund financial statements is on major governmental and enterprise funds, each displayed in a separate column. All remaining governmental and enterprise funds are aggregated and reported as nonmajor funds. Fiduciary funds are aggregated and reported by fund type.

Proprietary Fund Operating Revenues, such as charges for services, result from transactions associated with the fund's principal activity in which each party receives and gives up essentially equal values. Nonoperating revenues, such as subsidies and investment earnings, result from transactions in which the parties do not exchange equal values. Revenues generated by ancillary activities are also reported as nonoperating revenues.

The County reports and budgets for the following major governmental funds:

The General Fund – is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The Transportation Fund – Plans and implements an environmentally balanced multi-model transportation system. Operations are funded through highway user tax.

The Flood Control Fund – Provides flood control facilities and regulates floodplains and drainage to prevent flooding of property and endangering the lives of people in Maricopa County. Operations are funded by a secondary tax levy.

The Jail Operations Fund – Established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5 cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

The General Obligation Fund – To account for debt service on all various purpose general obligation bonds. Funding is provided by the County's secondary property tax revenues, which may be used only for debt service.

The County Improvement – To account for the debt service on the Lease Revenue Bonds, Series 2001, for $124,855,000. Funding is provided by transfers from the General Fund.

The Jail Construction Fund – Accounts for the proceeds associated with the temporary 1/5 of one cent Sales Tax approved by voters in the General Election of November 3, 1998. The proceeds are for the construction and operation of adult and juvenile detention facilities.

The County Improvement Fund – Accounts for capital projects funded through the issuance of the Lease Revenue Bonds, Series 2001, for $124,855,000.

The County reports the following major enterprise funds:

The Maricopa Health Plan Fund – Is an ambulatory health care plan operated by Maricopa Managed Care System (MMCS). MMCS contracts with the Arizona Health Care Cost Containment System (AHCCCS) which provides monthly capitation revenues based on MCHP plan enrollment.

The Medical Center Fund – The Maricopa Medical Center provides quality, cost competitive health care and health professional education to assure the health security of individuals, families, and the community.

The Arizona Long-Term Care System (ALTCS) Fund – Is a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS). Chronically ill and physically disabled patients receive medical services as a result of an annual contract with AHCCCS.

The County reports the following fund types:

The internal service funds – account for automotive maintenance and service, telecommunications services, printing and duplicating services, insurance services, self insured employee benefits, and warehouse services provided to County department or to other governments on a cost reimbursement basis.

The investment trust fund – accounts for pooled assets held and invested by the County Treasurer on behalf of county departments and other governmental entities.

The agency funds – account for assets held by the County as an agent for the State and various local governments, for the property taxes collected and distributed to the State, local school districts, community college districts and special districts.

Basis of Accounting

The government-wide, proprietary, and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenue in the year for which they are levied. Grants and donations are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental funds in the fund-based financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, compensated absences, and landfill closure and postclosure care costs, which are recognized as expenditures to the extent they are due and payable. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Under the terms of grant agreements, the County funds certain programs by a combination of grants and general revenues. Therefore, when program expenses are incurred there are both restricted and unrestricted net assets available to finance the program. The County applies grant resources to such programs before using general revenues.

The County's business-type activities and enterprise funds of the County follow FASB statements and Interpretations issued on or before November 30, 1989; Accounting Principles Board Opinions; and Accounting Research Bulletins, unless those pronouncements conflict with GASB pronouncements.

Basis of Budgeting and Budgetary Control

The County is required by Arizona law to prepare and adopt a balanced budget annually for the General, Special Revenue, Debt Service, Enterprise and Capital Projects Funds. Arizona law further requires that no expenditure shall be made or liability incurred in excess of the amounts budgeted except as provided by law.

Appropriation levels are established on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department's budget require approval of the Board of Supervisors. Budgeted amounts are reported as originally adopted or as adjusted by allocations from reserves (contingency) or as amended by authorization from the Board of Supervisors. The County budgets for Governmental Fund types on a basis consistent with generally accepted accounting principles (GAAP), with the exception of the following types of transactions:

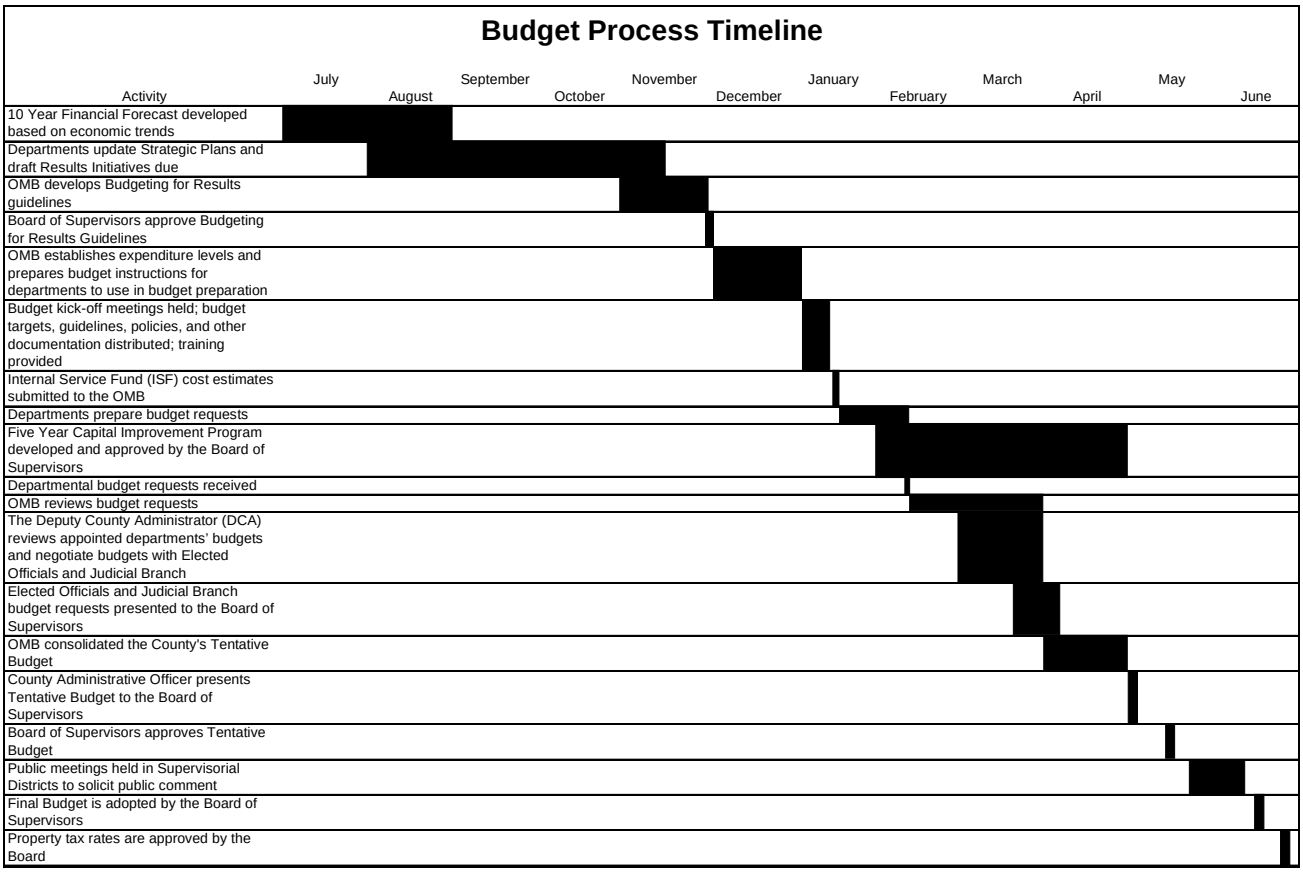
- Capital Lease Transactions
- Bond Issuance Transactions
- Arizona Long-Term Care System Refund

The activity in the law Library, Sports Authority, Probate Programs, Regional Schools, and Taxpayers' Information Funds is not specifically budgeted, but is presented as separate funds in the Comprehensive Annual Financial Report (CAFR).

Budget Process

Introduction

Maricopa County's fiscal year begins July 1 and ends the following June 30, coinciding with the State of Arizona's fiscal calendar. The Maricopa County budget process is closely tied to the strategic planning process, forming a continuous cycle of planning-budgeting-evaluation. The following timeline details the basic budget process.



The Annual Budget Process presented below is an example of the general tools that guide the budget process. It is intended to enhance the reader's understanding of the entire budget process. This overview does not replace the actual FY 2002-03 and FY 2003-04 budget processes that follow, or the actual FY 2002-03 budget calendar provided in the Attachments section of this document. Each year, certain circumstances, such as delays in the State of Arizona's budget approval process, may impact and alter certain dates.

Annual Budget Process

Financial Forecast Developed: The annual budget process begins in July of each fiscal year when the Office of Management and Budget develops a financial forecast. The forecast assists in both short and long range financial planning. This forecast provides a conservative estimate of the County's fiscal condition through the next ten years given realistic economic trends, current Board policies and existing laws. The forecast does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The resulting forecasts include revenues, expenditures and ending fund balances beginning with the current fiscal year for major funds.

Strategic Plan Updates: Departments review their strategic plans to ensure that the services they provide are accurately and fully represented in the plan, and that performance measures are

meaningful. If necessary, departmental strategic plans are updated. See the Managing for Results section for details behind this process.

Draft Results Initiatives Request (RIR) Submitted: RIR's must be drafted and submitted to the Office of Management and Budget for departments requiring funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Budgeting for Results Guidelines Developed and Approved: The Office of Management and Budget develops annual budget guidelines for the Board of Supervisors' approval. These are broad directives that provide guidance to departments regarding base submissions, requests for additional funding, capital project budgeting, and compliance with various Board policies. The Guidelines are influenced by current economic conditions and the financial forecast.

Expenditure Levels Established: The Office of Management and Budget develops base-level expenditure targets for each department and fund based on current year appropriations. Adjustments are made for one-time expenses, and annualizations of mid-year budget adjustments. Expenditure levels are right-sized as necessary to ensure that they do not exceed available resources.

Budget Instructions Prepared and Disseminated: The Office of Management and Budget prepares budget targets and detailed instructions for departmental budget submissions. Instructions provide methodologies for budgeting revenue, personnel expenses, capital projects, and capital purchases, as well as technical guidance for entering budget requests into the budget system.

Budget Kick-Off Meetings Held, and Associated Materials Distributed: The budget season officially begins with Budget Kick-Off Meetings, at which the Office of Management and Budget introduces the budget guidelines for the upcoming year. These meetings address changes to the budget process, as well as introduce the schedule for the budget season. Submission instructions are provided to departments, as is information about recent updates or changes to the budget system.

Internal Service Fund Costs Estimates Submitted: The Total Compensation, Materials Management, Equipment Services, Risk Management, and Telecommunications departments provide the Office of Management and Budget with estimates on the cost of services for the upcoming fiscal year. This information is compiled by the Office of Management and Budget, and distributed to departments Count-wide so that they can adequately budget for internal services.

Budget Requests Prepared: Departments must submit budget requests for revenue and expenditures that are consistent with the targets provided by the Office of Management and Budget. Any proposed increases to expenditure levels must be submitted as a Results Initiative Request. Departments must submit supporting documentation on revenues and expenditures for each of their distinct funds, and allocate budgets according to elements of their strategic plan. Capital projects funds must also be allocated by specific capital projects. In addition, detailed base budgets and Results Initiative Requests must be entered into the budget system.

Five Year Capital Improvement Program (CIP) Submitted and Approved: Departments involved in capital construction must prepare and submit a five year budget for every project, and indicate how the project contributes to their strategic plan. This information is analyzed and compiled by the Office of Management and Budget, and presented to the Board of Supervisors for their review and approval.

Budget Requests Submitted: Departments typically have several weeks during which to develop their requested budget. Base budget requests, Results Initiative Requests, and supporting

documentation are submitted to the Office of Management and Budget in both hard copy and electronic form.

Budget Requests Reviewed: The Office of Management and Budget analyzes base budgets and Results Initiative Requests in the context of available resources, Board of Supervisors' priorities, and performance, as defined by each department's strategic plan. Budget requests are analyzed at the object-code level for every fund and strategic plan element. All funds must be structurally balanced, and all positions must be fully funded.

Deputy County Administrator Reviews and Negotiates Budgets: After analyzing requested budgets, the Office of Management and Budget prepares budget recommendations for the Deputy County Administrator's review. The Deputy County Administrator reviews and approves budget recommendations for appointed departments, and negotiates with elected officials and Judicial Branch departments to reach budget agreements.

Budget Requests Presented: Elected officials and the Judicial Branch departments have the opportunity to present their requested budgets to the Board of Supervisors. This provides an opportunity to highlight significant issues, and discuss any Results Initiative Requests that may have been submitted.

Tentative Budget Consolidated: Upon finalization of budget recommendations and agreements, the Office of Management and Budget consolidates the budget for the entire County. This includes verifying that all fund transfers are budgeted appropriately, balancing the Eliminations budget, fine-tuning the General Government and Appropriated Fund Balance budgets, verifying that all entries have been made correctly in the budget system, and creating consolidated reports. These tasks culminate in the creation of a tentative budget document.

Tentative Budget Presented and Adopted: The Deputy County Administrator presents the tentative budget to the Board of Supervisors, highlighting significant changes in revenues, expenditures, and overall structure. The presentation also includes an overview of issues facing the County, such as changes in benefits or retirement rates, State statutes impacting County operations, and econometric trends. The Board of Supervisors may choose to change the tentative budget, or adopt it as recommended.

Public Meetings Held: Each Supervisor may hold a public meeting in their district to elicit citizen feedback on the tentative budget. An overview of the budget is presented by the Office of Management and Budget, followed by a question and answer period. These meetings are advertised in local papers.

Final Budget Adopted: The Office of Management and Budget consolidates the final budget, including any changes requested by the Board of Supervisors. The final budget is presented to the Board of Supervisors during a public hearing by the Deputy County Administrator for their adoption.

Property Tax Rates Approved: Maricopa County levies primary property taxes based on assessed valuations of personal and real property. Each year the primary tax levy limit is computed by the Assessor's Office and is confirmed by the State Property Tax Oversight Commission. The County also levies secondary property taxes for specific purposes, namely the Flood Control District, the Library District, and Debt Service.

Fiscal Year 2002-03 Budget Process

The FY 2002-03 budget process began with the update of the 10 year financial forecast, which is based on current economic trends provided to the Office of Management and Budget (OMB) by its contracted economist. This became the cornerstone for revenue projections for FY 2002-03. In the Fall of 2000, all County departments developed new strategic plans and performance measures based on a standardized format for use during FY 2001-02 (see Managing For Results Section and

Managing For Results Policy in the Attachments section). Very few strategic plan updates were needed during the FY 2002-03 budget planning process.

With the events of September 11th and a general downturn in the economy, Maricopa County's Board of Supervisors took action in October 2001 to deal with a forecasted structural imbalance in the FY 2001-02 budget. A budget balancing plan was approved which called for voluntary budget reductions and strategies for revenue increases. The Office of Management and Budget reviewed the department balancing plans, which led to a 45 day delay in the FY 2002-03 budget development schedule.

On January 14, 2002, the Board of Supervisors approved the updated budget guidelines (see Budgeting For Results Policy Guidelines in the Attachment section) that incorporated the initiatives found in the Managing For Results Policy. OMB then developed the departmental expenditure levels (budget targets) and the instructions departments would use in developing their budget requests.

Budget kick-off meetings were held in mid-January with departments. Budget targets and related instructions were distributed and budget system training was provided to requesting departments. Internal Service Fund (ISF) cost estimates submitted to the Office of Management and Budget (OMB) were distributed to departments.

The Office of Management and Budget received departmental budget requests in mid-February and reviewed them through the end of March. The Deputy County Administrator (DCA) reviewed the appointed departments' budgets and began the budget negotiation process with the Elected Officials and the Judicial Branch beginning in mid-March through mid-April. Elected Official and Judicial Branch budget requests were presented to the Board of Supervisors on March 18, 2002.

Due to the delayed outcome of the State of Arizona's budget approval process, the Office of Management and Budget consolidated the County's Tentative Budget much later than usual. The County Administrative Officer presented it to the Board of Supervisors on June 17th, with approval by the Board that same day. Due to the delayed budget calendar, public meetings that were scheduled in all Supervisorial Districts were cancelled. The statutory budget hearing was held on July 22, 2002, and the FY 2002-03 Final Budget was adopted by the Board of Supervisors that same day. The property tax rates were later approved by the Board on August 19, 2002.

Fiscal Year 2003-04 Budget Process

The FY 2003-04 budget process will be similar to that of a normal budget year. Beginning in July 2002, a update of the 10 year financial forecast will begin. This process, in conjunction with other revenue forecasting based on economic trends, will be the cornerstone for revenue projections for FY 2003-04.

The Office of Management and Budget will begin developing the Budgeting For Results Policy Guidelines (budget guidelines), which the Board of Supervisors will approve by early November 2002. Following this Board action, expenditure budget targets will be developed and budget kick-off meetings will be held with departments. Budget instructions, policies, and necessary documentation will be distributed, as well as, training on the budget preparation system will be provided to departments. The Office of Management and Budget will receive departmental budget requests by mid-February and will review them through the end of March. The Deputy County Administrator (DCA) will then review the appointed departments' budgets and begin the budget negotiation process with the Elected Official and the Judicial Branch. This process is expected to last through mid-April.

Through early May, the Office of Management and Budget will consolidate the County's Tentative Budget, which includes the maximum expenditure limits. The County Administrative Officer will present the preliminary budget to the Board of Supervisors in mid-May, and the Board is slated to

approve it a week later. Public hearings will be scheduled in the Supervisorial Districts through mid-June to solicit public comment.

The FY 2003-04 Final Budget is scheduled for adoption by the Board of Supervisors in June 2003. The property tax rates, which must cover the expenditure total in the approved annual budget, are scheduled to be approved by the third Monday in August 2003.

Statutory Requirements

The Maricopa County budget adoption process is guided by various Arizona statutes. According to A.R.S. §42-17101, "On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare: 1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year. 2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102. 3. A summary schedule of estimated expenditures and revenues that shall be: (a) Entered in the minutes of the governing body. (b) Prepared according to forms supplied by the auditor general."

A.R.S. §42-17102 states, "A. The annual estimate of expenses of each county, city and town shall include: 1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes. 2. The amounts necessary to pay the interest and principal of outstanding bonds. 3. The items and amounts of each special levy provided by law. 4. An amount for unanticipated contingencies or emergencies. 5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes. 6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions. 7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year. 8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year. 9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies. 10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year. 11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue. 12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year. 13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority given to the governing body by the voters at an election called pursuant to article 5 of this chapter. 14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax. 15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax. 16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year. 17. The total expenditure limitation for the current fiscal year. 18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter. B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings: 1. The amounts that are estimated as required for each department, public office or official. 2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from each fund and the total amount of proposed public expense. C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town."

According to A.R.S. §42-17103, “A. The governing body of each county, city or town shall publish the estimates of expenses and a notice of a public hearing and special meeting of the governing body to hear taxpayers and make tax levies at designated times and places. B. The estimates and notice shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town. C. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.”

A.R.S. §42-17104 states, “A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the seventh day before the day on which it levies taxes as stated in the notice under section 42-17103. Any taxpayer may appear and be heard in favor of or against any proposed expenditure or tax levy. B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing.”

The budget is adopted per A.R.S. §42-17105, “A. After the hearing on estimates under section 42-17104 is concluded, the governing body shall convene in a special meeting and finally determine and adopt estimates of proposed expenditures for the purposes stated in the published proposal. B. The adopted estimates constitute the budget of the county, city or town for the current fiscal year. C. The total amounts that are proposed to be spent in the budget shall not exceed the total of amounts that were proposed for expenditure in the published estimates.”

Beginning with the Fiscal Year 1997-98 budget process, A.R.S. §42-17107, otherwise know as the “Truth in Taxation” legislation went into effect, which states that, “A. On or before July 1, the county assessor shall transmit to the county, city or town an estimate of the total net assessed valuation of the county, city or town, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the county, city or town. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the county, city or town in the preceding tax year in the county, city or town: 1. The governing body shall publish a notice that meets the following requirements: (a) The notice shall be published twice in a newspaper of general circulation in the county, city or town. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing. (b) The notice shall be published in a location other than the classified or legal advertising section of the newspaper in which it is published. (c) The notice shall be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width. (d) The notice shall be in the following form, with the "truth in taxation hearing - notice of tax increase" headline in at least eighteen point type:

Truth in Taxation Hearing

Notice of Tax Increase

In compliance with section 42-17107, Arizona Revised Statutes, _____ (name of county, city or town) is notifying its property taxpayers of _____'s (name of county, city or town) intention to raise its primary property taxes over last year's level. _____ (name of county, city or town) is proposing an increase in primary property taxes of $_____ or _____%.

For example, the proposed tax increase will cause _____'s (name of county, city or town) primary property taxes on a $100,000 home to increase from $_____ (total taxes that would be owed without the proposed tax increase) to $_____ (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held _____ (date and time) at _____ (location).

2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104. 3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice. 4. The governing body shall consider a motion to levy the increased property taxes by roll call vote. 5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission. 6. The governing body shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105. B. For purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the primary property tax levy of the county, city or town in the preceding year by the estimate of the total net assessed valuation of the county, city or town for the current year, excluding the net assessed valuation attributable to new construction."

Tax rates are set according to A.R.S. §42-17151, which states that, "A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall: 1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year. 2. Designate the amounts to be levied for each purpose appearing in the adopted budget. 3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year. B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission. C. Within three days after the final levies are determined for a county, city, town or community college district, the chief county fiscal officer shall notify the property tax oversight commission of the amount of the primary property tax levied."

Budget Adjustment Process

Any department requesting an adjustment to its budget must do so via a written request which must be approved by the Board of Supervisors. According to A.R.S. §42-17106, "A. Except as provided in subsection B, a county, city or town shall not: 1. Spend money for a purpose that is not included in its budget. 2. Spend money or incur or create a debt, obligation or liability in a fiscal year in excess of the amount stated for each purpose in the finally adopted budget for that year, except as provided by law, regardless of whether the county, city or town has received at any time, or has on hand, monies or revenue in excess of the amount required to meet expenditures, debts, obligations and liabilities that are incurred under the budget. B. A governing body may transfer monies between budget items if all of the following apply: 1. The monies are available. 2. The transfer is in the public interest and based on a demonstrated need. 3. The transfer does not result in a violation of the limitations prescribed in article IX, sections 19 and 20, Constitution of Arizona. 4. A majority of the members of the governing body votes affirmatively on the transfer at a public meeting."

If approved, the requesting department must prepare and submit a completed budget adjustment per the instructions provided by the Office of Management & Budget for processing. The Office of Management & Budget is responsible for verifying the budget adjustment for accuracy and appropriateness on a timely basis. The Budget Analyst, after appropriate analysis is performed, authorizes the adjustment be made. The Office of Management and Budget is responsible for inputting the budget adjustments into the financial system. The Department of Finance is responsible for the final, electronic, approval of the budget adjustment in the financial system.

Programmatic Budgeting

Maricopa County has been budgeting based on program since the early 1990's, but has recently revised that process through a "Managing for Results" template. It provides a shift in the focus of financial planning from resource allocation (input) to service results (output). This budgetary policy is a focus which seeks to relate the consumption of financial resources to services provided. It allows for the modification of activities based on the prioritization's of strategic goals and objectives, as defined by departmental strategic plans, and reflects the financial conservatism of our community. A major benefit of activity based budgeting is the ability to track program performance. Department directors develop budget requests based on program priorities. The involvement of service providers in the budget process ensures that priorities remain focused on the delivery of services to the community. By focusing on the service needs of County residents, and by developing strategic plans that take a systematic approach to meeting those needs, Maricopa County is better able to act as a steward of the public funds.

Through the Managing for Results initiative, Maricopa County has standardized how it will budget and report financial figures. In FY 2001-02, PAS (Program/Service/Activity) codes were developed to track expenses at this level. Beginning in FY 2002-03, the budget was developed and expenditures will be reported utilizing this new standardized PAS codes. Expenditure reporting is then aligned directly with department's strategic plan programs and performance measures.

Policies and Their Budgetary Impact

Introduction

Since the financial turbulence of FY 1993-94, Maricopa County has reached financial recovery and stability. Over the past few years, a set of systems and policies have been developed and adopted to ensure that the fiduciary obligations as stewards of public monies are met. The policies deal with a wide range of areas that provide financial safeguards and policy direction to the organization on matters such as lump sum budgeting, budget development and reserves and tax reduction. In recent years, many of these policies have been updated to incorporate the new Managing for Results philosophy. A discussion of these policies, which includes their intent and their applicability to the budget process or financial management, is included on the following pages. Copies of all these policies can be found in the Attachments section.

Budgeting For Results Accountability Policy

Background

On June 13, 1994, the Board of Supervisors departed from tradition and approved a tentative budget which called for a lump sum allocation of authorized expenditures for all departments. While budgets are built by identifying expenditures and revenues by distinct categories and programs, budgets are controlled at the department/fund level. This policy is updated and adjusted annually. In May 1997 and later in December 2000, the Board of Supervisors amended this policy in order to meet the challenges of the implementation of a broad-band compensation system and Managing for Results. Funding is allocated to departments on an annual basis.

Intent

According to A.R.S. §42-17106, the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. The purpose of the Budgeting for Results Accountability Policy is to provide departments with the flexibility in managing their allocated public resources to achieve program results, while upholding accountability for spending within legal appropriations. This policy seeks to strengthen budget accountability and ownership at the department level. The program encourages departmental staff to save resources and be creative in the delivery of services. This approach to budgeting can help the County cope with new fiscal challenges and improve the quality of County Services.

Main Provisions

Funding is allocated to departments on an annual basis. Departments are required to submit a monthly (calendarized) revenue and expenditure plan. This serves as the basis for the annual appropriations in the financial system. Departments are held responsible for bottom-line performance and absorb unanticipated cost increases and revenue shortfalls. Departments have the authority to adjust their monthly revenue and expenditure budgets, but adjustments are restricted to the same funding source, e.g., General Fund. Once a department exceeds (or is projected to exceed) their budget allotment, full controls may be implemented and the financial system will prevent payments from being generated.

Personnel costs account for a large portion of the budget. By taking a lump sum approach, adequate funding for all established positions becomes crucial. Therefore, all positions must be fully funded. Any positions not funded in a department's budget submission are eliminated per the Funded Positions Policy, which was also adopted by the Board in May 1997. (See the Attachments section for a copy of this policy.)

Expenditure and revenue variance reviews are conducted with departments on a monthly basis by the Department of Finance. This process includes participation by the Office of Management & Budget to insure accurate estimates, identify savings, and assist in preparing the following year's budget target. Departments are allowed to retain and carry forward savings achieved by cost cutting that does not decrease service levels within a fiscal year. Any savings with a service level impact must be approved by the Board of Supervisors.

Budgeting For Results Policy Guidelines

Background

Developed each year, these guideline serves as the "umbrella" document for the next year's budget development process. It alludes to, and reinforces points from other policies.

Intent

Provide policy direction to the departments in the development of their budget submissions. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels. Budgetary decisions are based on performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.

Main Provisions:

General

The Board of Supervisors must understand and be aware of all fiscal impacts due to programs needs in order to make sound budgeting decisions. Therefore, specific guidelines were developed addressing several key areas that in the past may or may not have been surfaced. For example,

- New programs are not to be instituted without Board of Supervisors approval.

- New, unfunded, or underfunded program mandates from the state or federal government must be critically reviewed by the Director or Program Manager to identify fiscal impact and funding solutions.
- Full cost recovery is to be attempted for all programs and services. And,
- Organizational and financial structural changes are to be made prior to budget kick-off.

Revenues

Traditionally, User Fees had been inconsistently established. The revenue policy section focuses attention on the adoption and review of those fees and charges. User Fees for all operations will be reviewed and set to attempt to recover up to, but not greater than 100% of costs; market rates and charges for comparable services for similar services will be considered.

Expenditures

The expenditure section communicates how budget targets are established and what adjustments if any will be made to those targets. Carryover items will not be budgeted without Board of Supervisor approval. Expenditure targets will be based on calendar year end current positions, revised budget supplies and services plus full-year impacts of any adjustments, and revised budget capital outlay. Turnover savings will be applied to submitted budgets based on current turnover rates (which can be negotiated with Office of Management & Budget and approved by the County Administrative Officer.)

Internal Service Fund and Cost Allocation

This section establishes the process to determine the charges for services and directs the departments to budget (according to those charges) for any discretionary services they may require. The Department of Finance will determine and charge the various funds for central service cost activities based on a full cost allocation methodology (and will include the base level service charges from Facilities, Materials, and Corporate Business Technology).

Capital Improvements

Capital improvement program policy direction provides for the adequate and orderly replacement of facilities and major equipment from current revenue where possible, the funding of the organization's own maintenance needs, and reviewing and gaining approval on carryover projects prior to the consideration of new requests.

Reserve and Tax Reduction Policy

Background

In August 1996, the Board of Supervisors adopted this policy which established the guidelines for the maintenance and use of any reserve fund balances. Reserve funds, which are defined as the difference between fund assets and fund liabilities. A reserve fund balance that is determined to exist during any fiscal year will be budgeted for the next fiscal year according to priorities established by this policy.

Intent

The policy provides for budgetary stability, debt reduction and, ultimately, stabilization and reduction of tax rates when possible. During times of economic downturn, such as an unexpected decrease in revenues or unavoidable increase in expenditures, the policy may be used to stabilize the general fund until appropriate long-term budgetary adjustments are made. However, every attempt will be made to forecast economic changes and manage finances in the new environment without expenditure of reserves or an increase in taxes. Reserves above the base level determined to ensure financial stability should be used to retire debt in advance of maturities.

Further, the purpose of the policy is to demonstrate a commitment to the maintenance and, when possible, reduction of the tax rate while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Main Provisions:

Reserves

The Board of Supervisors will maintain an unreserved fund balance for the County. At the close of each fiscal year, the status of the unreserved fund balance and outstanding debt in light of revenue projections and other economic considerations is determined and the County Administrative Officer will recommend to the Board of Supervisors a target unreserved balance for the coming fiscal year. The County Administrative Officer also recommends retention of proceeds from the sale of major County assets in the event of liabilities related to those assets.

The County Administrator Officer's recommendations may include any of the following:

- Fiscal stabilization by supplementing revenues during economic downturns.
- Reduction of cash flow borrowing.
- Funding of one-time capital purchases with cash.
- Retiring outstanding long and/or short term debt.
- Funding outstanding liabilities associated with major assets that were formerly owned by the County.

Tax Reduction

The County, will strive to set the county-wide tax rate at current or lower levels, unless otherwise mandated by a vote of the citizenry or legislative enactment. The Board of Supervisors may reduce tax rates when, according to reasonable estimates, the tax reduction is sustainable for the foreseeable future; when the recurring revenue is in excess of the recurring expenditures and the projections of the recurring revenue based on the proposed tax rate (after the tax reduction is made) must at least equal expenditures; when the County's reserve balance is sufficient to ensure against cash-flow borrowing and unexpected economic changes; when attempting to reduce short-term debt in advance of due dates, therefore, eliminating recurring short term debt; and when possible, attempts have been made to fund one-time capital purchases with cash rather than incurring further debt.

County Judicial Branch

In FY 2002-03, Adult Probation, Justice Courts, Juvenile Probation and Superior Court will be known as the "Judicial Branch", and considered as one appropriation. Any and all appropriations in the "Judicial Branch" appropriation can be moved between any and all "Judicial Branch" departments by Fund, as requested and approved by the Presiding Judge, without any further Board approval.

Indigent Representation

In FY 2002-03, Contract Counsel, Legal Advocate, Legal Defender and Public Defender will be known as "Indigent Representation", and considered as one appropriation. Any and all appropriations in the "Indigent Representation" appropriation can be moved between any and all "Indigent Representation" departments by Fund, as requested and approved by the County Administrative Officer, without any further Board approval.

Structurally Balanced Budget

The FY 2002-03 Budget includes one exception from the provision of the Budgeting for Results Policy Guidelines that requires structurally balanced budgets (recurring revenues fully support recurring expenditures). Specifics on the exception is as follows:

Library District: The Library District (Fund 244) budget includes $425,561 of operating expenditures above the operating revenue level. These operating costs are related to the establishment of the Northwest Regional Library opening in the summer of 2002. The Library District entered into a ten-year Intergovernmental Agreement (IGA) with the City of Surprise to operate the new library. The Library District will use fund balance to offset operating costs during the ten-year period. After the expiration of the IGA, the City of Surprise will fund the operating costs of the library.

Interfund Loan to Detention Capital Projects Fund (455)

The Board of Supervisor's approve and authorize the use of funds by the Detention Capital Projects Fund, (Fund 455), from the County Improvement Debt Service Fund, (Fund 320). The Debt Service Fund has an unreserved fund balance, which may be used temporarily to cover a projected cash deficiency in the Detention Capital Projects Fund. This transaction will not impact the County's ability to make future debt service payments. A projected cash flow deficiency in the Detention Capital Projects Fund is due to construction spending occurring at a faster pace than the collection of the Jail Excise Tax. The cash deficiency is expected for the period January 2003 through May 2004, and should not exceed $55 million.

Economic Development, Non-Profits, Agricultural Extension and Accommodation Schools

A.R.S. §11-254 authorizes the Maricopa County Board of Supervisors to appropriate up to a maximum of $1.5 million for contributions to non-profit organizations for economic development activities. A.R.S. §11-254.04 allows the Maricopa County Board of Supervisors to appropriate and spend public monies for and in connection with economic development activities. A.R.S. §3-126 authorizes the Board of Supervisors to appropriate funds based on a request submitted to them by the Agricultural Extension Board for extension work that will benefit Maricopa County. The Board of Supervisors is authorized by A.R.S. §15-1001 to appropriate funding for Accommodation Schools. As illustrated in the table below, the FY 2002-03 Budget includes a total of $4,625,580 in funding for these issues.

Agency Supported	Program	FY 2002-03 Final Budget
Greater Phoenix Economic Council	Economic Development Action Plan	$ 659,776
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000
Maricopa County Sports Commission	Enriching Our Community Through Sports	25,000
Western Maricopa Enterprise Zone	Economic Development Support	15,000
Collaboration for a New Century	Improving the standard of living for the community by working with issues concerning children, housing, and health care	25,000
International Genomics Consortium	To put Maricopa County in the forefront of the bio-industry	1,000,000
Human Services Campus	Helping Others to Help Themselves	1,710,804
Total Economic Development Funding		$ 3,850,580
Central Arizona Shelter Services (CASS)	Emergency Shelter	$ 180,000
Total General Non-Profit Funding		$ 180,000
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 230,000
Total Agricultural Extension Funding		$ 230,000
Maricopa County Regional Schools	Maricopa County Regional Schools	$ 365,000
Total Accommodation School Funding		$ 365,000
	Grand Total	$ 4,625,580

Summary Schedules

Consolidated Revenues and Expenditures by Category - FY 2002-03 Adopted Budget

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2002-03 ADOPTED
MARICOPA COUNTY & DISTRICTS

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	TOTAL FUNDS
Unreserved Beginning Fund Balance	$ 73,444,803	$ 98,926,018	$ 104,372,577	$ 119,500,384	$ 7,975,989	$ 76,704	$ 404,296,475	$ -	$ 404,296,475
REVENUES									
PROPERTY TAXES	$ 277,949,612	$ 55,164,478	$ 19,565,638	$ -	$ -	$ -	$ 352,679,728	$ -	$ 352,679,728
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	101,691,796	5,500,800	-	-	-	107,192,596	-	107,192,596
LICENSES AND PERMITS	428,970	25,533,818	-	-	-	-	25,962,788	-	25,962,788
GRANTS	-	179,602,824	-	-	3,784,279	-	183,387,103	-	183,387,103
OTHER INTERGOVERNMENTAL	7,181,221	48,057,758	-	31,578,721	110,327,599	499,012	197,644,311	-	197,644,311
PAYMENTS IN LIEU OF TAXES	6,929,684	323,478	359,306	-	-	-	7,612,468	-	7,612,468
STATE SHARED SALES TAX	335,423,506	-	-	-	-	-	335,423,506	-	335,423,506
STATE SHARED HIGHWAY USER REV	-	77,933,792	-	-	-	-	77,933,792	-	77,933,792
STATE SHARED VEHICLE LICENSE	101,980,938	6,682,872	-	-	-	-	108,663,810	-	108,663,810
OTHER CHARGES FOR SERVICES	18,518,283	29,776,878	-	-	40,648	6,833,576	55,169,385	(2,600,000)	52,569,385
INTERNAL SERVICE CHARGES	-	-	-	-	-	45,633,576	45,633,576	(45,633,576)	-
PATIENT SERVICE REVENUE	52,848	2,819,664	-	-	666,619,585	-	669,492,097	(72,066,024)	597,426,073
FINES & FORFEITS	10,718,820	2,312,633	-	-	-	-	13,031,453	-	13,031,453
INTEREST EARNINGS	12,001,580	2,506,966	7,166,188	540,500	5,608,808	1,156,954	28,980,996	-	28,980,996
MISCELLANEOUS REVENUE	2,595,685	30,115,977	-	8,009,500	2,412,026	516,156	43,649,344	-	43,649,344
GAIN ON FIXED ASSETS	50,000	230,000	-	-	-	-	280,000	-	280,000
TRANSFERS IN	109,627,487	123,286,664	1,376,476	259,880,069	40,305,228	-	534,475,924	(534,475,924)	-
Revenues Subtotal	$ 891,458,634	$ 686,039,598	$ 33,968,408	$ 300,008,790	$ 829,098,173	$ 54,639,274	$ 2,795,212,877	$ (654,775,524)	$ 2,140,437,353
Total Sources	$ 964,903,437	$ 784,965,616	$ 138,340,985	$ 419,509,174	$ 837,074,162	$ 54,715,978	$ 3,199,509,352	$ (654,775,524)	$ 2,544,733,828
EXPENDITURES									
PERSONAL SERVICES	$ 258,496,946	$ 276,998,848	$ -	$ 7,932	$ 167,468,045	$ 7,090,778	$ 710,062,549	$ -	$ 710,062,549
SUPPLIES & SERVICES	453,252,111	176,005,856	-	3,000	523,030,785	45,225,850	1,197,517,602	(120,299,600)	1,077,218,002
CAPITAL OUTLAY	20,306,839	19,697,025	43,680,899	497,894,394	9,859,127	776,235	592,214,519	-	592,214,519
TRANSFERS OUT	138,286,587	132,145,785	200,000	-	126,978,376	893,165	398,503,913	(534,475,924)	(135,972,011)
Expenditures Subtotal	$ 870,342,483	$ 605,834,813	$ 43,880,899	$ 497,905,326	$ 827,336,333	$ 53,986,028	$ 2,898,298,583	$ (654,775,524)	$ 2,243,523,059
Appropriated Beginning Fund Balance	$ 94,560,954	$ 125,844,378	$ -	$ -	$ -	$ -	$ 220,405,332	$ -	$ 220,405,332
Total Uses	$ 964,903,437	$ 731,679,191	$ 43,880,899	$ 497,905,326	$ 827,336,333	$ 53,986,028	$ 3,119,691,214	$ (654,775,524)	$ 2,464,915,690
Estimated Ending Fund Balance	$ (0)	$ 53,286,425	$ 94,460,086	$ (78,396,152)	$ 9,737,829	$ 729,950	$ 79,818,138	$ -	$ 79,818,138
Total Uses and Ending Fund Balance	$ 964,903,437	$ 784,965,616	$ 138,340,985	$ 419,509,174	$ 837,074,162	$ 54,715,978	$ 3,199,509,352	$ (654,775,524)	$ 2,544,733,828

Consolidated Revenues and Expenditures by Category - FY 2001-02 Revised Budget

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2001-02 REVISED
MARICOPA COUNTY & DISTRICTS

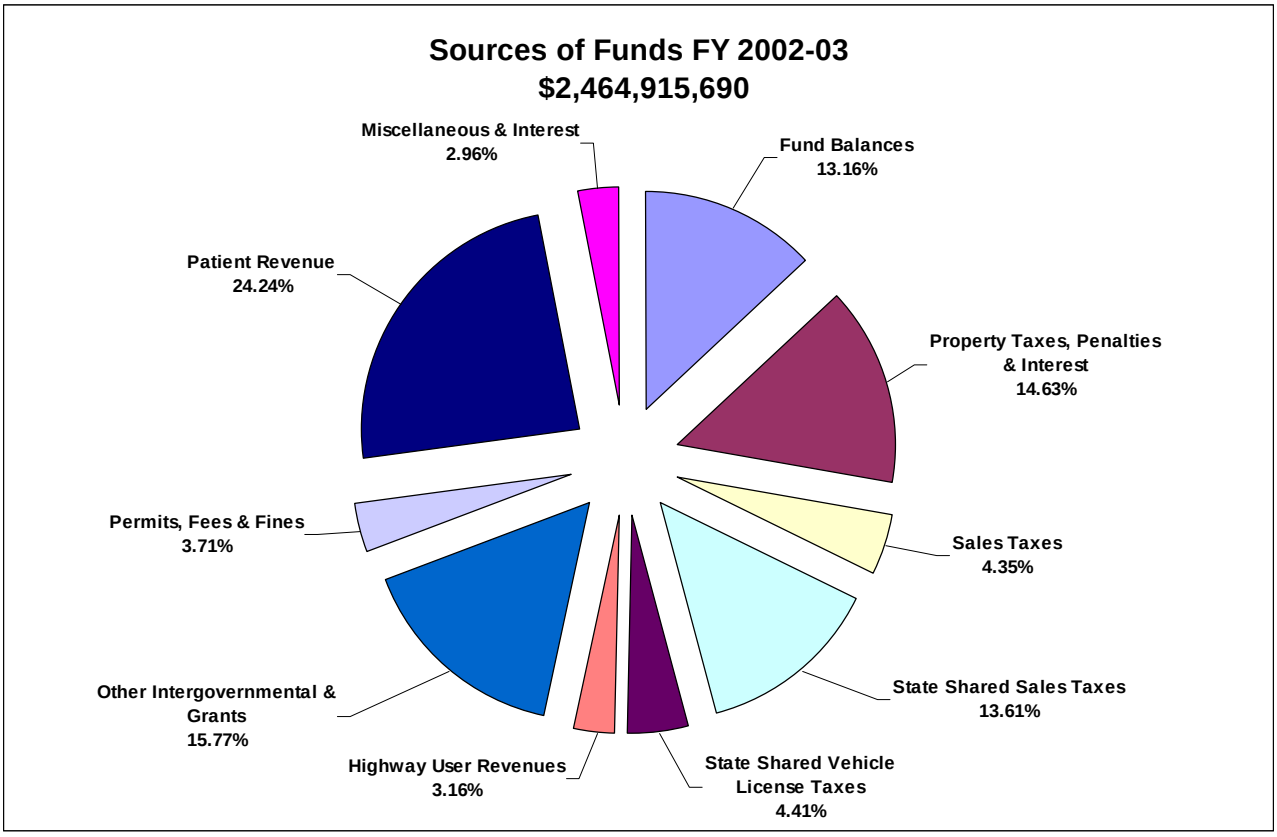
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	TOTAL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 48,034,750	$ 73,314,815	$ 124,439,800	$ 252,488,959	$ 63,717,447	$ (23,603,619)	$ 538,392,152	$ -	$ 538,392,152
REVENUES									
PROPERTY TAXES	$ 252,676,223	$ 54,969,126	$ 20,071,906	$ -	$ -	$ -	$ 327,717,255	$ -	$ 327,717,255
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	108,747,791	-	-	-	-	108,747,791	-	108,747,791
LICENSES AND PERMITS	375,000	23,217,491	-	-	-	-	23,592,491	-	23,592,491
GRANTS	-	184,801,132	-	-	6,195,413	-	190,996,545	(1,000,000)	189,996,545
OTHER INTERGOVERNMENTAL	6,323,629	48,984,775	-	53,592,097	51,161,908	-	160,062,409	-	160,062,409
PAYMENTS IN LIEU OF TAXES	6,391,210	346,801	402,033	-	-	-	7,140,044	-	7,140,044
STATE SHARED SALES TAX	341,524,693	-	-	-	-	-	341,524,693	-	341,524,693
STATE SHARED HIGHWAY USER REV	-	81,000,000	-	-	-	-	81,000,000	-	81,000,000
STATE SHARED VEHICLE LICENSE	92,868,667	7,200,000	-	-	-	-	100,068,667	-	100,068,667
OTHER CHARGES FOR SERVICES	18,058,818	27,038,021	-	-	-	7,243,940	52,340,779	(3,582,344)	48,758,435
INTERNAL SERVICE CHARGES	-	-	-	-	-	39,975,892	39,975,892	(39,975,892)	-
PATIENT SERVICE REVENUE	93,044	1,241,801	-	-	613,702,400	-	615,037,245	(91,299,912)	523,737,333
FINES & FORFEITS	10,333,814	2,849,615	-	-	-	-	13,183,429	-	13,183,429
INTEREST EARNINGS	12,000,000	1,711,008	5,507,546	3,159,979	8,817,643	1,120,000	32,316,176	-	32,316,176
MISCELLANEOUS REVENUE	3,057,006	25,058,357	-	8,008,000	3,215,800	744,992	40,084,155	-	40,084,155
GAIN ON FIXED ASSETS	50,000	240,000	-	-	-	-	290,000	-	290,000
TRANSFERS IN	54,050,489	108,275,343	89,156,576	180,926,011	39,412,150	-	471,820,569	(471,820,569)	-
Revenues Subtotal	$ 805,802,593	$ 675,681,261	$ 115,138,061	$ 245,686,087	$ 722,505,314	$ 49,084,824	$ 2,613,898,140	$ (607,678,717)	$ 2,006,219,423
Total Sources	$ 853,837,343	$ 748,996,076	$ 239,577,861	$ 498,175,046	$ 786,222,761	$ 25,481,205	$ 3,152,290,292	$ (607,678,717)	$ 2,544,611,575
EXPENDITURES									
PERSONAL SERVICES	$ 251,064,412	$ 268,861,713	$ -	$ 10,571,682	$ 143,429,866	$ 6,891,043	$ 680,818,716	$ -	$ 680,818,716
SUPPLIES & SERVICES	346,325,760	182,772,626	-	22,149,710	523,199,722	39,066,843	1,113,514,661	(135,858,148)	977,656,513
CAPITAL OUTLAY	22,215,494	39,434,622	49,836,268	387,314,141	2,058,553	649,890	501,508,968	-	501,508,968
TRANSFERS OUT	119,713,543	108,572,858	-	6,000,000	69,956,164	1,111,470	305,354,035	(471,820,569)	(166,466,534)
Expenditures Subtotal	$ 739,319,209	$ 599,641,819	$ 49,836,268	$ 426,035,533	$ 738,644,305	$ 47,719,246	$ 2,601,196,380	$ (607,678,717)	$ 1,993,517,663
Appropriated Beginning Fund Balance	$ 100,795,360	$ 101,091,257	$ -	$ -	$ -	$ -	$ 201,886,617	$ -	$ 201,886,617
Total Uses	$ 840,114,569	$ 700,733,076	$ 49,836,268	$ 426,035,533	$ 738,644,305	$ 47,719,246	$ 2,803,082,997	$ (607,678,717)	$ 2,195,404,280
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ 13,722,774	$ 48,263,000	$ 189,741,593	$ 72,139,513	$ 47,578,456	$ (22,238,041)	$ 349,207,295	$ -	$ 349,207,295
Total Uses and Ending Fund Balance	$ 853,837,343	$ 748,996,076	$ 239,577,861	$ 498,175,046	$ 786,222,761	$ 25,481,205	$ 3,152,290,292	$ (607,678,717)	$ 2,544,611,575

Consolidated Revenues and Expenditures by Category - FY 2001-02 Adopted Restated Budget

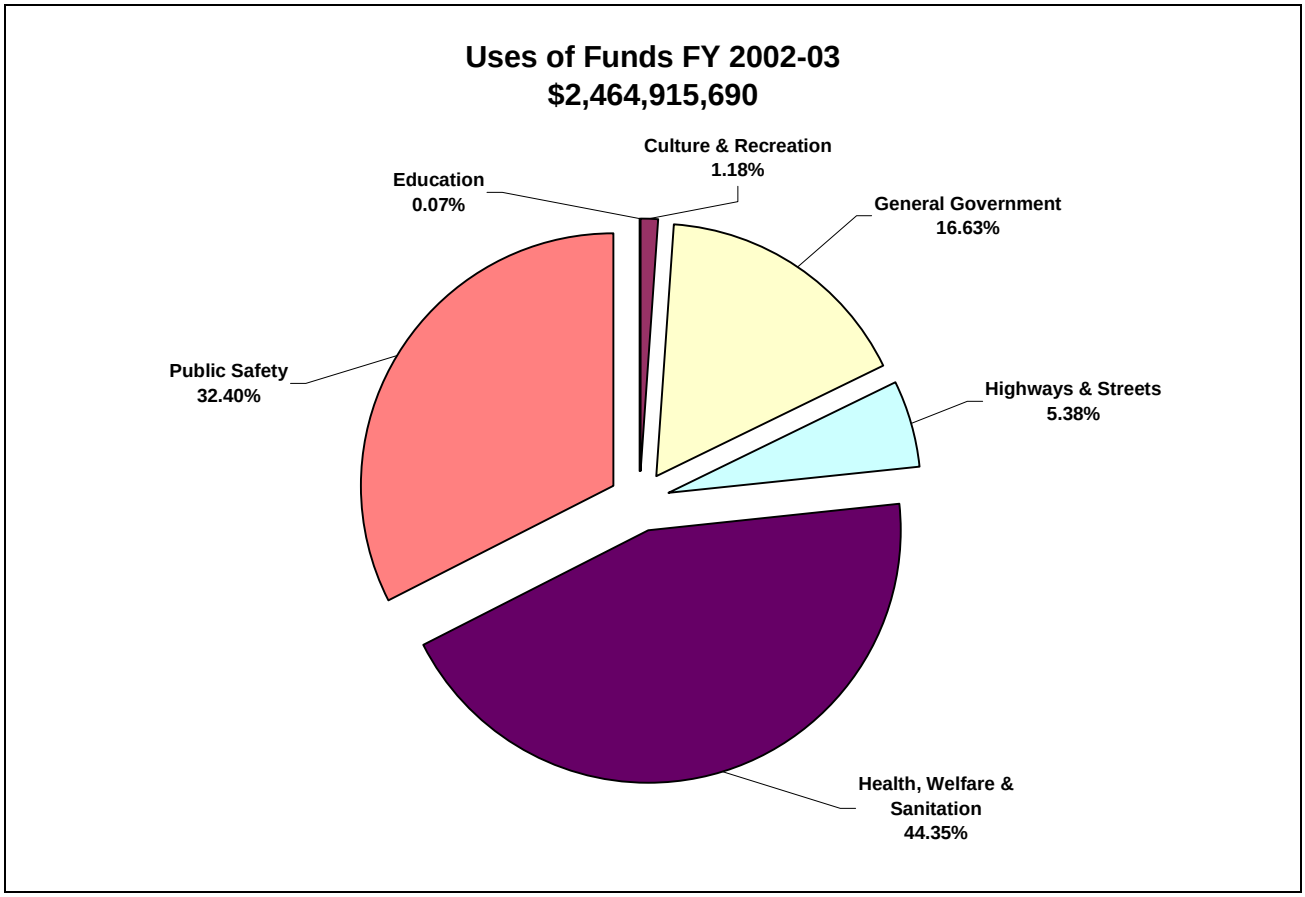
CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2001-02 ADOPTED
MARICOPA COUNTY & DISTRICTS

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	TOTAL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	$ 48,034,750	$ 73,314,815	$ 124,439,800	$ 252,488,959	$ 63,717,447	$ (23,603,619)	$ 538,392,152	$ -	$ 538,392,152
REVENUES									
PROPERTY TAXES	$ 252,676,223	$ 54,969,126	$ 20,071,906	$ -	$ -	$ -	$ 327,717,255	$ -	$ 327,717,255
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	108,747,791	-	-	-	-	108,747,791	-	108,747,791
LICENSES AND PERMITS	375,000	22,547,491	-	-	-	-	22,922,491	-	22,922,491
GRANTS	-	172,188,587	-	748,000	9,897,659	-	182,834,246	(1,000,000)	181,834,246
OTHER INTERGOVERNMENTAL	13,565,019	45,095,688	-	52,844,097	-	-	111,504,804	-	111,504,804
PAYMENTS IN LIEU OF TAXES	6,391,210	346,801	402,033	-	-	-	7,140,044	-	7,140,044
STATE SHARED SALES TAX	341,524,693	-	-	-	-	-	341,524,693	-	341,524,693
STATE SHARED HIGHWAY USER REV	-	81,000,000	-	-	-	-	81,000,000	-	81,000,000
STATE SHARED VEHICLE LICENSE	92,868,667	7,200,000	-	-	-	-	100,068,667	-	100,068,667
OTHER CHARGES FOR SERVICES	15,954,567	26,977,271	-	-	19,955,502	6,061,596	68,948,936	(2,400,000)	66,548,936
INTERNAL SERVICE CHARGES	-	-	-	-	-	39,770,634	39,770,634	(39,770,634)	-
PATIENT SERVICE REVENUE	93,044	1,241,801	-	-	595,311,060	-	596,645,905	(92,049,912)	504,595,993
FINES & FORFEITS	10,333,814	2,787,615	-	-	-	-	13,121,429	-	13,121,429
INTEREST EARNINGS	12,000,000	1,711,008	5,507,546	3,159,979	431,700	914,120	23,724,353	-	23,724,353
MISCELLANEOUS REVENUE	2,965,158	24,138,254	-	2,008,000	11,592,501	466,475	41,170,388	-	41,170,388
GAIN ON FIXED ASSETS	50,000	240,000	-	-	9,242	-	299,242	-	299,242
TRANSFERS IN	8,154,989	101,938,425	89,156,576	178,826,011	39,412,150	-	417,488,151	(417,488,151)	-
Revenues Subtotal	$ 764,952,384	$ 651,129,858	$ 115,138,061	$ 237,586,087	$ 676,609,814	$ 47,212,825	$ 2,492,629,029	$ (552,708,697)	$ 1,939,920,332
Total Sources	$ 812,987,134	$ 724,444,673	$ 239,577,861	$ 490,075,046	$ 740,327,261	$ 23,609,206	$ 3,031,021,181	$ (552,708,697)	$ 2,478,312,484
EXPENDITURES									
PERSONAL SERVICES	$ 258,222,152	$ 262,674,977	$ -	$ 4,371,682	$ 141,709,951	$ 6,736,350	$ 673,715,112	$ -	$ 673,715,112
SUPPLIES & SERVICES	314,455,957	171,210,001	-	32,173,962	498,389,576	38,633,701	1,054,863,197	(135,220,546)	919,642,651
CAPITAL OUTLAY	21,163,840	36,493,856	49,836,268	378,422,535	28,612,761	841,973	515,371,233	-	515,371,233
TRANSFERS OUT	119,376,625	106,472,858	-	-	24,060,664	1,111,470	251,021,617	(417,488,151)	(166,466,534)
Expenditures Subtotal	$ 713,218,574	$ 576,851,692	$ 49,836,268	$ 414,968,179	$ 692,772,952	$ 47,323,494	$ 2,494,971,159	$ (552,708,697)	$ 1,942,262,462
Appropriated Beginning Fund Balance	$ 99,768,560	$ 101,746,508	$ -	$ -	$ -	$ -	$ 201,515,068	$ -	$ 201,515,068
Total Uses	$ 812,987,134	$ 678,598,200	$ 49,836,268	$ 414,968,179	$ 692,772,952	$ 47,323,494	$ 2,696,486,227	$ (552,708,697)	$ 2,143,777,530
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	$ -	$ 45,846,473	$ 189,741,593	$ 75,106,867	$ 47,554,309	$ (23,714,288)	$ 334,534,954	$ -	$ 334,534,954
Total Uses and Ending Fund Balance	$ 812,987,134	$ 724,444,673	$ 239,577,861	$ 490,075,046	$ 740,327,261	$ 23,609,206	$ 3,031,021,181	$ (552,708,697)	$ 2,478,312,484

Sources of Funds



Uses of Funds



Reconciliation of Expenditures FY 2001-02 Adopted to FY 2001-02 Adopted Restated Budget

Fund	FY 2001-02 Adopted Budget	FY 2001-02 Adopted/ Restated	$ Variance	% Variance
General Fund	$ 813.0	$ 813.0	$ -	0.00%
Special Revenue Funds	699.1	678.6	20.5	2.93%
Debt Service Fund	49.8	49.8	-	0.00%
Capital Projects Fund	301.0	415.0	(114.0)	(37.87%)
Enterprise Funds	692.8	692.8	-	0.00%
Internal Service Funds	47.3	47.3	-	0.00%
Eliminations	(459.2)	(552.7)	93.5	(20.36%)
	$ 2,143.8	$ 2,143.8	$ -	0.00%

Special Revenue Funds:

$	56.0	Transfer of MCDOT Capital Projects from Special Revenue Funds to Capital Project Funds
	(46.0)	Fund Transfer from MCDOT Operating to CIP Fund
	58.0	Transfer of Flood Capital Projects from Special Revenue Funds to Capital Project Funds
	(47.5)	Fund Transfer from Flood Control Operating to CIP Fund
$	**20.5**	**Total Special Revenue Fund Variance**

Capital Projects Funds:

$	(56.0)	Transfer of MCDOT Capital Projects from Special Revenue Funds to Capital Project Funds
	(58.0)	Transfer of Flood Capital Projects from Special Revenue Funds to Capital Project Funds
$	**(114.0)**	**Total Capital Projects Fund Variance**

Eliminations

$	46.0	Fund Transfer from MCDOT Operating to CIP Fund
	47.5	Fund Transfer from Flood Control Operating to CIP Fund
$	**93.5**	

Reconciliation of Expenditures FY 2001-02 Adopted Restated to FY 2001-02 Revised Budget

Fund	FY 2001-02 Adopted/ Restated	FY 2001-02 Revised Budget	$ Variance	% Variance
General Fund	$ 813.0	$ 840.1	$ (27.1)	(3.33%)
Special Revenue Funds	678.6	700.7	(22.1)	(3.26%)
Debt Service Fund	49.8	49.8	(0.0)	(0.08%)
Capital Projects Fund	415.0	426.0	(11.0)	(2.66%)
Enterprise Funds	692.8	738.6	(45.8)	(6.62%)
Internal Service Funds	47.3	47.7	(0.4)	(0.89%)
Eliminations	(552.7)	(607.7)	55.0	(9.95%)
	$ 2,143.8	$ 2,195.4	$ (51.6)	(2.41%)

General Fund:

$	(45.9)	Re-institution of Dispro. Share by State of Arizona
	9.8	Department Voluntary Reductions
	8.3	Transfer of Medical Eligibility to the State of Arizona
	0.7	Transfer Exp. Authority to New EDMS fund
$	**(27.1)**	**Total General Fund Variance**

Special Revenue Funds:

$	0.1	Judicial Branch Voluntary Reductions
	(4.0)	Net Change in Judicial Branch Grants
	0.1	Elected Official Voluntary Reductions
	(0.7)	Transfer General Fund authority to Special Revenue for new EDMS fund
	(3.6)	Net Change in Elected Official Grants
	1.1	Appointed Voluntary Reductions
	(9.2)	Net Change in Appointed Department Grants
	(0.1)	Animal Control Outsourcing of Animal Licenses
	(0.2)	Increase Associated with High Volume of Permits Reviewed by Planning and Development
	(0.1)	Increase in Correctional Health's Contract with MCMA
	(6.0)	Prepayment of Stadium District Loan
	(0.3)	Law Enforcement for Stadium District
	(0.2)	Stadium District World Series Expenses
	(0.3)	Increase in Library District's IGA with City of Surprise
	0.8	Other Adjustments
	0.5	Flood Control Voluntary Reduction
$	**(22.1)**	**Total Special Revenue Fund Variance**

Capital Projects Funds:

$	(2.1)	Transfer from SCAAP Funds to Capital Projects Fund for Homeless Campus
	3.1	Budget Reduction to Acquire Southeast Regional Property
	(12.0)	Prepayment of Stadium District Loan
$	**(11.0)**	**Total Capital Projects Fund Variance**

Reconciliation of Expenditures FY 2001-02 Adopted Restated to FY 2001-02 Revised Budget (Continued)

Enterprise Funds:		
$	(45.9)	Re-institution of Dispro. Share by State of Arizona
	0.1	Voluntary Reductions
$	**(45.8)**	**Total Enterprise Fund Variance**

Internal Service Funds:		
$	0.8	Voluntary Reductions
	(1.2)	Cigna Performance Payments and Co-Pay Reimbursement
$	**(0.4)**	**Total Internal Service Fund Variance**

Eliminations:		
$	0.3	Maintenance of Effort Adjustment for Compensation Increases
	1.2	Cigna Performance Payments and Co-Pay Reimbursement
	0.2	Reprographics Mid-Year Adjustment
	2.1	Transfer from SCAAP Funds to Capital Projects Fund for Homeless Campus
	45.9	Re-institution of Dispro. Share by State of Arizona
	6.0	Prepayment of Stadium District Loan
	(0.7)	Reduction in Health Care Mandates Payments to MIHS
$	**55.0**	**Total Eliminations Variance**

Reconciliation of Expenditures FY 2001-02 Revised to FY 2002-03 Adopted Budget

Fund	FY 2001-02 Revised Budget	FY 2002-03 Adopted Budget	$ Variance	% Variance
General Fund	$ 840.1	$ 964.9	$ (124.8)	(14.9%)
Special Revenue Funds	700.7	731.7	(31.0)	(4.4%)
Debt Service Fund	49.8	43.9	5.9	11.9%
Capital Projects Fund	426.0	497.9	(71.9)	(16.9%)
Enterprise Funds	738.6	827.3	(88.7)	(12.0%)
Internal Service Funds	47.7	54.0	(6.3)	(13.2%)
Eliminations	(607.7)	(654.8)	47.1	(7.8%)
	$ 2,195.4	$ 2,464.9	$ (269.5)	(12.3%)

	$ Variance	% of Total	% Variance
Breakdown of Source of Change			
Non-Recurring	$ (72.8)	27.0%	-3.3%
Recurring	(196.7)	73.0%	-9.0%
	$ (269.5)	100.0%	-12.3%
Breakdown of Recurring Increases & Decreases:			
Mandated or Non-Discretionary			
State Budget Impacts	$ (69.3)	35.2%	-3.2%
Mandated Health Care (Aside from State Cuts)	(19.8)	10.1%	-0.9%
Employee Health, Dental & Retirement	(8.7)	4.4%	-0.4%
Risk Management Costs	(4.6)	2.3%	-0.2%
	(102.4)	52.1%	-4.7%
Discretionary			
Results Initiative Requests (New Facilities)	$ (22.6)	11.5%	-1.0%
Operating Budget Reductions	21.3	-10.8%	1.0%
General Government - Contingencies, etc.	(32.3)	16.4%	-1.5%
MIHS Volume Increases	(52.2)	26.5%	-2.4%
All Other Operating Increases & Decreases:	(8.5)	4.3%	-0.4%
	$ (94.3)	47.9%	-4.3%
	$ (196.7)	100.0%	-9.0%

Reconciliation of Expenditures FY 2001-02 Revised to FY 2002-03 Adopted Budget (Continued)

GENERAL FUND ONLY:				
Non-Recurring	$	3.8	-1.4%	0.2%
Recurring		(128.6)	47.7%	-7.1%
	$	(124.8)	46.3%	-6.9%
Breakdown of Recurring Increases & Decreases:				
Mandated or Non-Discretionary				
State Budget Impacts	$	(71.3)	57.1%	-3.9%
Mandated Health Care (Aside from State Cuts)		(18.5)	14.8%	-1.0%
Risk Management Costs		(1.4)	1.1%	-0.1%
Jail Tax MOE/Base and Above Base		(19.6)	15.7%	-1.1%
Employee Health, Dental & Retirement		(5.1)	4.1%	-0.3%
Primary/General Election		(4.2)	3.4%	-0.2%
	$	(120.1)	96.2%	-6.6%
Discretionary				
Results Initiative Requests (New Facilities)	$	(6.1)	4.9%	-0.3%
Operating Budget Reductions		9.2	-7.4%	0.5%
General Government - Contingencies, etc.		(14.7)	11.8%	-0.8%
Ann. Impact of FY 02 RIR's, Mid-Year Adjustments		6.9	-5.5%	0.4%
	$	(4.7)	3.8%	-0.3%
	$	(124.8)	100.0%	-6.9%

General Fund:

$ Variance	Description
$ (4.9)	Increased Health/Dental Benefit Premiums
(0.2)	Retirement Contributions
(4.2)	Primary/General Election Costs
(9.8)	Jail Excise Tax Maint. of Effort-Base
(3.4)	Other Mandated Health Care
(7.8)	ALTCS Contribution Increase-Base
4.3	Ann. Impact/FY 2001-02 Dept. Vol. Reductions
(0.9)	Annualized Impact of Mid-Year Adjustments
(1.4)	Risk Mgmt. & Other Internal Service Costs
(0.2)	Ann. Impact of FY 2001-02 Results Inititative Req.
4.9	Department Base Budget Reductions
(6.1)	Results Initiative Requests (see schedule)
(55.9)	State Mandated Dispro. Share Program Increase
(15.4)	State Cost Shifts (see schedule)
(7.3)	Other Health Care Mandates (see schedule)
(9.8)	Detention Fund-Above Base Maint. of Effort
(14.7)	Other General Government (see schedule)
8.0	Appropriated Fund Balance (see schedule)
$ (124.8)	**Total General Fund Variance**

Reconciliation of Expenditures FY 2001-02 Revised to FY 2002-03 Adopted Budget (Continued)

Special Revenue Funds:

$ Variance	Description
$ (3.5)	Increased Health/Dental Benefit Premiums
(0.1)	Retirement Contributions
4.6	Annualized Impact of Mid-Year Adjustments
(1.4)	Risk Management & Other Internal Service Costs
7.7	FY 2001-02 Non-Recurring Expenditures
2.8	Transportation Zero-Base Budget Reductions
1.1	Ann. Impact of FY 2001-02 Results Inititative Req.
(16.5)	Results Initiative Requests (see schedule)
2.0	State Cost Shifts (see schedule)
9.2	Base Reductions
(1.3)	Health Care Mandates (see schedule)
(17.6)	General Government (see schedule)
(12.4)	Appropriated Fund Balance (see schedule)
(11.1)	CIP Fund Transfers
5.5	Stadium District Bond Refinancing
$ (31.0)	**Total Special Revenue Fund Variance**

Debt Service Funds:

$ Variance	Description
$ 4.5	Reduction in Gen. Obligation Bond Debt Service
0.2	Reduction in COP Debt Service
1.2	Stadium District Bond Refinancing
$ 5.9	**Total Debt Service Funds Variance**

Capital Project Funds:

$ Variance	Description
$ (19.0)	Jail/Juvenile Detention CIP (See CIP Schedule)
(45.7)	General Government CIP (See CIP Schedule)
(28.3)	Transportation CIP (See CIP Schedule)
9.2	Flood Control District CIP (See CIP Schedule)
(1.1)	Library District CIP (See CIP Schedule)
13.0	Stadium Dist. - Bank One Ballpark Final Payment
$ (71.9)	**Total Capital Project Funds Variance**

Reconciliation of Expenditures FY 2001-02 Revised to FY 2002-03 Adopted Budget (Continued)

Enterprise Funds:

$ Variance	Description
$ (4.7)	Maricopa Health Plans (See Commentary)
0.1	Solid Waste Base Decrease
(55.9)	State Mandated Dispro. Share Program Increase
(27.3)	Maricopa Medical Center (See Commentary)
(0.9)	Results Initiative Requests (see schedule)
$ (88.7)	**Total Enterprise Funds Variance**

Internal Service Funds:

$ Variance	Description
$ (0.7)	Self-Insured Health & Dental Benefits
(4.6)	Risk Management Claims
0.5	Equipment Services - Budget Rightsizing
(1.5)	Increased Telecommunications Costs
$ (6.3)	**Total Internal Service Fund Variance**

Eliminations:

$ Variance	Description
$ 55.9	State Mandated Dispro. Share Program Increase
75.0	Net Inc. in Other Fund Transfers (see Schedule)
(60.2)	Appropriated Fund Balance Transfers
(1.1)	Increase in Payments to Benefits Fund
5.7	Increased Internal Service Charges
1.6	Inc. in Health Care Mandates Payments to MIHS
(26.0)	Decreased MIHS Internal Payments
5.2	Employer-paid Health Premiums to MHP
(1.0)	Elimination of Ryan White Pass-through to MIHS
1.5	Increase in Flood Control District CIP Transfer
1.1	Increase in Library District CIP Transfer
(10.6)	Decrease in Stadium District Fund Transfers/Bond Refinancing
$ 47.1	**Total Eliminations Variance**

Consolidated Revenues by Fund Type / Department

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
TOTAL FUNDS									
JUDICIAL BRANCH									
110 ADULT PROBATION	$ 41,293,138	$ 45,500,837	$ 45,500,837	$ 38,796,579	$ 39,687,051	$ (5,813,786)	-13%	$ 41,973,567	$ (3,527,270)
240 JUSTICE COURTS	12,947,634	12,887,438	13,152,938	13,076,872	13,509,012	356,074	3%	13,903,399	750,461
270 JUVENILE PROBATION	15,469,643	15,616,143	19,308,384	15,100,620	19,869,273	560,889	3%	19,090,565	(217,819)
380 SUPERIOR COURT	8,138,682	10,600,909	10,600,909	9,405,276	11,026,709	425,800	4%	10,088,373	(512,536)
Subtotal	$ 77,849,097	$ 84,605,327	$ 88,563,068	$ 76,379,347	$ 84,092,045	$ (4,471,023)	-5%	$ 85,055,904	$ (3,507,164)
ELECTED OFFICIAL									
120 ASSESSOR	$ 123,543	$ 100,000	$ 133,669	$ 133,669	$ 133,669	$ -	0%	$ 133,669	$ -
160 CLERK OF THE SUPERIOR COURT	12,196,071	11,257,872	11,257,872	13,148,284	11,269,956	12,084	0%	12,669,956	1,412,084
190 COUNTY ATTORNEY	9,186,846	10,917,081	11,096,823	9,874,362	10,298,498	(798,325)	-7%	10,041,568	(1,055,255)
210 ELECTIONS	2,694,759	792,500	1,333,041	1,369,318	2,085,000	751,959	56%	2,085,000	751,959
250 CONSTABLES	620,092	509,872	1,100,000	1,100,000	1,100,000	-	0%	1,100,000	-
360 RECORDER	12,702,760	10,374,639	11,871,181	14,291,107	10,380,388	(1,490,793)	-13%	11,644,388	(226,793)
370 SUPERINTENDENT OF SCHOOLS	112,299	113,000	113,000	106,074	153,050	40,050	35%	153,050	40,050
430 TREASURER	5,747	6,000	6,000	5,340	5,686	(314)	-5%	5,686	(314)
500 SHERIFF	7,369,889	7,641,265	10,147,979	8,645,035	8,235,901	(1,912,078)	-19%	9,154,572	(993,407)
510 SHERIFF DETENTION	22,373,841	25,539,384	26,425,349	24,411,750	24,235,847	(2,189,502)	-8%	24,789,111	(1,636,238)
Subtotal	$ 67,385,847	$ 67,251,613	$ 73,484,914	$ 73,084,939	$ 67,897,995	$ (5,586,919)	-8%	$ 71,777,000	$ (1,707,914)
APPOINTED DEPARTMENT									
150 EMERGENCY MANAGEMENT	$ 693,294	$ 897,964	$ 897,964	$ 1,211,608	$ 666,659	$ (231,305)	-26%	$ 666,659	$ (231,305)
170 COMMUNITY DEVELOPMENT	7,862,321	15,871,627	15,871,627	11,627,114	15,861,375	(10,252)	0%	15,861,375	(10,252)
180 FINANCE	8,326,228	8,154,989	8,154,989	8,218,001	7,837,842	(317,147)	-4%	7,866,687	(288,302)
220 HUMAN SERVICES	25,339,404	26,975,193	26,975,193	27,027,814	29,685,927	2,710,734	10%	29,599,739	2,624,546
230 INTERNAL AUDIT	-	-	-	241	75	75		75	75
260 CORRECTIONAL HEALTH	87,743	72,913	72,913	81,985	65,151	(7,762)	-11%	1,056,052	983,139
280 MEDICAL ELIGIBILITY	1,683,119	8,482,366	411,195	1,013,155	-	(411,195)	-100%	-	(411,195)
290 MEDICAL EXAMINER	368,963	420,000	420,000	411,771	420,000	-	0%	420,000	-
300 PARKS & RECREATION	4,246,127	4,163,081	4,163,081	4,297,050	4,260,819	97,738	2%	4,419,867	256,786
310 HUMAN RESOURCES	74,241	157,450	157,450	87,478	157,450	-	0%	115,511	(41,939)
340 PUBLIC FIDUCIARY	863,930	830,000	850,000	820,000	850,000	-	0%	850,000	-
350 TOTAL COMPENSATION	3,757,350	6,061,596	7,243,940	6,762,614	6,833,576	(410,364)	-6%	6,843,576	(400,364)
390 HEALTH CARE MANDATES	32,856,318	93,044	45,988,544	45,959,900	45,948,348	(40,196)	0%	101,813,648	55,825,104
400 CRIMINAL JUSTICE FACILITY DEV	103,032,316	84,726,011	84,726,011	84,726,011	99,126,011	14,400,000	17%	98,138,712	13,412,701
440 PLANNING & DEVELOPMENT	9,687,983	8,335,000	8,335,000	9,090,916	8,335,000	-	0%	8,490,000	155,000
460 RESEARCH & REPORTING	730,184	316,192	316,192	502,331	440,000	123,808	39%	440,000	123,808
470 GENERAL GOVERNMENT	1,153,168,937	939,880,590	942,317,508	834,543,094	901,478,518	(40,838,990)	-4%	980,085,552	37,768,044
480 APPROPRIATED FUND BALANCE	2,707,200	103,117,791	103,117,791	103,329,899	102,679,095	(438,696)	0%	101,691,796	(1,425,995)
490 MANAGEMENT & BUDGET	20	-	-	-	-	-		-	-
520 PUBLIC DEFENDER	1,317,694	1,499,749	1,690,775	2,152,548	2,050,423	359,648	21%	1,672,519	(18,256)
540 LEGAL DEFENDER	50,150	84,200	104,200	101,973	104,500	300	0%	104,500	300
550 LEGAL ADVOCATE	-	29,686	69,686	49,127	50,842	(18,844)	-27%	50,842	(18,844)
560 CONTRACT COUNSEL	-	100,000	205,000	248,109	248,109	43,109	21%	248,109	43,109
600 HEALTH PLANS	403,123,162	408,034,795	408,034,795	424,988,446	431,732,097	23,697,302	6%	431,738,882	23,704,087
640 TRANSPORTATION	96,550,231	176,220,600	176,220,600	136,548,118	173,657,609	(2,562,991)	-1%	173,657,609	(2,562,991)
660 HOUSING	17,028,129	11,429,508	11,429,508	11,429,507	11,435,848	6,340	0%	11,435,849	6,341
670 SOLID WASTE	5,028,906	4,186,500	4,186,500	4,258,371	4,715,000	528,500	13%	4,280,698	94,198
700 FACILITIES MANAGEMENT	410,229	1,636,550	1,636,550	1,936,550	1,159,054	(477,496)	-29%	1,159,054	(477,496)
730 MATERIALS MANAGEMENT	1,024,820	725,517	980,775	980,775	980,775	-	0%	980,775	-
740 EQUIPMENT SERVICES	8,686,392	9,200,000	9,200,000	8,874,324	9,200,000	-	0%	9,200,000	-
750 RISK MANAGEMENT	20,640,633	20,033,616	20,518,013	20,575,557	24,500,384	3,982,371	19%	24,500,384	3,982,371
760 TELECOMMUNICATIONS	13,652,713	11,219,096	11,219,096	13,494,659	11,498,706	279,610	2%	13,201,539	1,982,443
790 ANIMAL CARE & CONTROL	5,649,430	6,877,384	7,146,766	6,976,962	8,149,907	1,003,141	14%	9,763,754	2,616,988
860 PUBLIC HEALTH	30,225,911	38,514,035	46,519,794	33,207,071	37,300,702	(9,219,092)	-20%	37,262,716	(9,257,078)
880 ENVIRONMENTAL SERVICES	16,964,844	17,199,688	19,234,287	17,848,715	17,579,818	(1,654,469)	-9%	17,437,846	(1,796,441)
900 HEALTH CARE DELIVERY SYSTEM	264,668,687	269,005,582	314,901,082	335,592,222	339,211,377	24,310,295	8%	398,331,106	83,430,024
980 ELIMINATIONS	-	(498,899,287)	(547,869,307)	(472,906,550)	(507,051,350)	40,817,957	7%	(602,949,306)	(55,079,999)
Subtotal	$ 2,240,507,609	$ 1,685,653,026	$ 1,735,447,518	$ 1,686,067,466	$ 1,791,169,647	$ 55,722,129	3%	$ 1,890,436,125	$ 154,988,607
MARICOPA COUNTY	$ 2,385,742,554	$ 1,837,509,966	$ 1,897,495,500	$ 1,835,531,752	$ 1,943,159,687	$ 45,664,187	2%	$ 2,047,269,029	$ 149,773,529
FLOOD CONTROL DISTRICT	$ 65,590,586	$ 79,435,207	$ 79,435,207	$ 75,464,028	$ 71,029,399	$ (8,405,808)	-11%	$ 71,031,854	$ (8,403,353)
LIBRARY DISTRICT	$ 9,748,997	$ 10,764,068	$ 10,604,125	$ 10,633,129	$ 10,463,345	$ (140,780)	-1%	$ 11,074,969	$ 470,844
STADIUM DISTRICT	$ 17,628,910	$ 12,211,091	$ 18,684,591	$ 17,558,579	$ 11,061,501	$ (7,623,090)	-41%	$ 11,061,501	$ (7,623,090)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 2,478,711,046	$ 1,939,920,332	$ 2,006,219,423	$ 1,939,187,488	$ 2,035,713,932	$ 29,494,509	1%	$ 2,140,437,353	$ 134,217,930

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
GENERAL FUND									
JUDICIAL BRANCH									
240 JUSTICE COURTS	$ 11,955,505	$ 11,976,438	$ 11,976,438	$ 12,009,607	$ 12,270,520	$ 294,082	2%	$ 12,633,446	$ 657,008
270 JUVENILE PROBATION	21,983	32,600	32,600	24,574	32,600	-	0%	18,000	(14,600)
380 SUPERIOR COURT	390,074	260,000	260,000	273,579	293,132	33,132	13%	293,132	33,132
Subtotal	$ 12,367,563	$ 12,269,038	$ 12,269,038	$ 12,307,760	$ 12,596,252	$ 327,214	3%	$ 12,944,578	$ 675,540
ELECTED OFFICIAL									
120 ASSESSOR	$ 123,543	$ 100,000	$ 133,669	$ 133,669	$ 133,669	$ -	0%	$ 133,669	$ -
160 CLERK OF THE SUPERIOR COURT	7,528,689	5,250,000	5,250,000	7,050,255	5,250,000	-	0%	5,250,000	-
190 COUNTY ATTORNEY	16,703	8,000	8,000	12,000	12,000	4,000	50%	12,000	4,000
210 ELECTIONS	2,694,759	792,500	1,333,041	1,369,318	2,085,000	751,959	56%	2,085,000	751,959
250 CONSTABLES	620,092	509,872	1,100,000	1,100,000	1,100,000	-	0%	1,100,000	-
360 RECORDER	8,608,768	6,736,000	8,232,542	10,000,000	6,736,000	(1,496,542)	-18%	8,000,000	(232,542)
370 SUPERINTENDENT OF SCHOOLS	112,299	113,000	113,000	106,074	153,050	40,050	35%	153,050	40,050
430 TREASURER	5,747	6,000	6,000	5,340	5,686	(314)	-5%	5,686	(314)
500 SHERIFF	3,724,864	3,131,010	3,131,010	3,932,712	4,109,582	978,572	31%	4,094,415	963,405
Subtotal	$ 23,435,464	$ 16,646,382	$ 19,307,262	$ 23,709,368	$ 19,584,987	$ 277,725	1%	$ 20,833,820	$ 1,526,558
APPOINTED DEPARTMENT									
180 FINANCE	$ 8,326,228	$ 8,154,989	$ 8,154,989	$ 8,218,001	$ 7,837,842	$ (317,147)	-4%	$ 7,866,687	$ (288,302)
230 INTERNAL AUDIT	-	-	-	241	75	75		75	75
280 MEDICAL ELIGIBILITY	1,683,119	8,482,366	411,195	1,013,155	-	(411,195)	-100%	-	(411,195)
290 MEDICAL EXAMINER	368,963	420,000	420,000	411,771	420,000	-	0%	420,000	-
310 HUMAN RESOURCES	74,241	157,450	157,450	87,478	157,450	-	0%	115,511	(41,939)
340 PUBLIC FIDUCIARY	863,930	830,000	850,000	820,000	850,000	-	0%	850,000	-
350 TOTAL COMPENSATION	15,340	-	-	8,120	-	-		10,000	10,000
390 HEALTH CARE MANDATES	32,856,318	93,044	45,988,544	45,959,900	45,948,348	(40,196)	0%	101,813,648	55,825,104
470 GENERAL GOVERNMENT	688,852,118	716,135,565	716,135,565	699,849,401	740,263,678	24,128,113	3%	744,958,512	28,822,947
480 APPROPRIATED FUND BALANCE	2,707,200	-	-	-	-	-		-	-
490 MANAGEMENT & BUDGET	20	-	-	-	-	-		-	-
520 PUBLIC DEFENDER	45,100	-	130,000	130,000	101,140	(28,860)	-22%	101,140	(28,860)
540 LEGAL DEFENDER	10,500	-	20,000	24,500	24,500	4,500	23%	24,500	4,500
550 LEGAL ADVOCATE	-	-	40,000	34,285	36,000	(4,000)	-10%	36,000	(4,000)
560 CONTRACT COUNSEL	-	100,000	205,000	248,109	248,109	43,109	21%	248,109	43,109
700 FACILITIES MANAGEMENT	410,229	1,636,550	1,636,550	1,936,550	1,159,054	(477,496)	-29%	1,159,054	(477,496)
730 MATERIALS MANAGEMENT	154,885	27,000	77,000	77,000	77,000	-	0%	77,000	-
880 ENVIRONMENTAL SERVICES	-	-	-	4,500	6,000	6,000		-	-
Subtotal	$ 736,368,191	$ 736,036,964	$ 774,226,293	$ 758,823,011	$ 797,129,196	$ 22,902,903	3%	$ 857,680,236	$ 83,453,943
MARICOPA COUNTY	$ 772,171,218	$ 764,952,384	$ 805,802,593	$ 794,840,139	$ 829,310,435	$ 23,507,842	3%	$ 891,458,634	$ 85,656,041

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
SPECIAL REVENUE									
JUDICIAL BRANCH									
110 ADULT PROBATION	$ 41,293,138	$ 45,500,837	$ 45,500,837	$ 38,796,579	$ 39,687,051	$ (5,813,786)	-13%	$ 41,973,567	$ (3,527,270)
240 JUSTICE COURTS	992,129	911,000	1,176,500	1,067,265	1,238,492	61,992	5%	1,269,953	93,453
270 JUVENILE PROBATION	15,447,660	15,583,543	19,275,784	15,076,046	19,836,673	560,889	3%	19,072,565	(203,219)
380 SUPERIOR COURT	7,748,608	10,340,909	10,340,909	9,131,697	10,733,577	392,668	4%	9,795,241	(545,668)
Subtotal	$ 65,481,535	$ 72,336,289	$ 76,294,030	$ 64,071,587	$ 71,495,793	$ (4,798,237)	-6%	$ 72,111,326	$ (4,182,704)
ELECTED OFFICIAL									
160 CLERK OF THE SUPERIOR COURT	$ 4,667,382	$ 6,007,872	$ 6,007,872	$ 6,098,029	$ 6,019,956	$ 12,084	0%	$ 7,419,956	$ 1,412,084
190 COUNTY ATTORNEY	9,170,143	10,909,081	11,088,823	9,862,362	10,286,498	(802,325)	-7%	10,029,568	(1,059,255)
360 RECORDER	4,093,992	3,638,639	3,638,639	4,291,107	3,644,388	5,749	0%	3,644,388	5,749
500 SHERIFF	3,645,025	4,510,255	7,016,969	4,712,323	4,126,319	(2,890,650)	-41%	5,060,157	(1,956,812)
510 SHERIFF DETENTION	22,373,841	25,539,384	26,425,349	24,411,750	24,235,847	(2,189,502)	-8%	24,789,111	(1,636,238)
Subtotal	$ 43,950,383	$ 50,605,231	$ 54,177,652	$ 49,375,571	$ 48,313,008	$ (5,864,644)	-11%	$ 50,943,180	$ (3,234,472)
APPOINTED DEPARTMENT									
150 EMERGENCY MANAGEMENT	$ 693,294	$ 897,964	$ 897,964	$ 1,211,608	$ 666,659	$ (231,305)	-26%	$ 666,659	$ (231,305)
170 COMMUNITY DEVELOPMENT	7,862,321	15,871,627	15,871,627	11,627,114	15,861,375	(10,252)	0%	15,861,375	(10,252)
220 HUMAN SERVICES	25,339,404	26,975,193	26,975,193	27,027,814	29,685,927	2,710,734	10%	29,599,739	2,624,546
260 CORRECTIONAL HEALTH	87,743	72,913	72,913	81,985	65,151	(7,762)	-11%	1,056,052	983,139
300 PARKS & RECREATION	4,246,127	4,163,081	4,163,081	4,297,050	4,260,819	97,738	2%	4,419,867	256,786
440 PLANNING & DEVELOPMENT	9,687,983	8,335,000	8,335,000	9,090,916	8,335,000	-	0%	8,490,000	155,000
460 RESEARCH & REPORTING	730,184	316,192	316,192	502,331	440,000	123,808	39%	440,000	123,808
470 GENERAL GOVERNMENT	203,895,676	111,990,887	112,327,805	103,742,824	138,633,225	26,305,420	23%	142,304,293	29,976,488
480 APPROPRIATED FUND BALANCE	-	103,117,791	103,117,791	103,329,899	102,679,095	(438,696)	0%	101,691,796	(1,425,995)
520 PUBLIC DEFENDER	1,272,594	1,499,749	1,560,775	2,022,548	1,949,283	388,508	25%	1,571,379	10,604
540 LEGAL DEFENDER	39,650	84,200	84,200	77,473	80,000	(4,200)	-5%	80,000	(4,200)
550 LEGAL ADVOCATE	-	29,686	29,686	14,842	14,842	(14,844)	-50%	14,842	(14,844)
600 HEALTH PLANS	40,651,297	1,701,063	1,701,063	1,701,063	1,805,678	104,615	6%	1,812,463	111,400
640 TRANSPORTATION	89,147,975	90,351,834	90,351,834	85,173,326	89,078,888	(1,272,946)	-1%	89,078,888	(1,272,946)
660 HOUSING	17,028,129	11,429,508	11,429,508	11,429,507	11,435,848	6,340	0%	11,435,849	6,341
670 SOLID WASTE	3,752,050	2,916,000	2,916,000	3,417,724	3,600,000	684,000	23%	3,440,050	524,050
790 ANIMAL CARE & CONTROL	5,649,430	6,877,384	7,146,766	6,976,962	8,149,907	1,003,141	14%	9,763,754	2,616,988
860 PUBLIC HEALTH	30,225,911	38,514,035	46,519,794	33,207,071	37,300,702	(9,219,092)	-20%	37,262,716	(9,257,078)
880 ENVIRONMENTAL SERVICES	16,964,844	17,199,688	19,234,287	17,844,215	17,573,818	(1,660,469)	-9%	17,437,846	(1,796,441)
Subtotal	$ 457,274,612	$ 442,343,795	$ 453,051,479	$ 422,776,272	$ 471,616,217	$ 18,564,738	4%	$ 476,427,568	$ 23,376,089
MARICOPA COUNTY	$ 566,706,529	$ 565,285,315	$ 583,523,161	$ 536,223,430	$ 591,425,018	$ 7,901,857	1%	$ 599,482,074	$ 15,958,913
FLOOD CONTROL DISTRICT	$ 65,436,128	$ 65,419,384	$ 65,419,384	$ 74,249,211	$ 71,029,399	$ 5,610,015	9%	$ 71,031,854	$ 5,612,470
LIBRARY DISTRICT	$ 9,748,997	$ 10,764,068	$ 10,604,125	$ 10,633,129	$ 10,463,345	$ (140,780)	-1%	$ 11,074,969	$ 470,844
STADIUM DISTRICT	$ 9,287,821	$ 9,661,091	$ 16,134,591	$ 15,158,648	$ 9,851,501	$ (6,283,090)	-39%	$ 4,450,701	$ (11,683,890)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 651,179,476	$ 651,129,858	$ 675,681,261	$ 636,264,418	$ 682,769,263	$ 7,088,002	1%	$ 686,039,598	$ 10,358,337

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
DEBT SERVICE									
APPOINTED DEPARTMENT									
470 GENERAL GOVERNMENT	$ 149,325,437	$ 109,428,651	$ 109,428,651	$ 27,688,128	$ 1,376,476	$ (108,052,175)	-99%	$ 28,367,608	$ (81,061,043)
Subtotal	$ 149,325,437	$ 109,428,651	$ 109,428,651	$ 27,688,128	$ 1,376,476	$ (108,052,175)	-99%	$ 28,367,608	$ (81,061,043)
MARICOPA COUNTY	$ 149,325,437	$ 109,428,651	$ 109,428,651	$ 27,688,128	$ 1,376,476	$ (108,052,175)	-99%	$ 28,367,608	$ (81,061,043)
STADIUM DISTRICT	$ 5,685,825	$ 5,709,410	$ 5,709,410	$ 5,577,755	$ 5,466,898	$ (242,512)	-4%	$ 5,600,800	$ (108,610)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 155,011,262	$ 115,138,061	$ 115,138,061	$ 33,265,883	$ 6,843,374	$ (108,294,687)	-94%	$ 33,968,408	$ (81,169,653)

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
CAPITAL PROJECTS									
APPOINTED DEPARTMENT									
400 CRIMINAL JUSTICE FACILITY DEV	$ 103,032,316	$ 84,726,011	$ 84,726,011	$ 84,726,011	$ 99,126,011	$ 14,400,000	17%	$ 98,138,712	$ 13,412,701
470 GENERAL GOVERNMENT	111,095,706	2,325,487	4,425,487	3,262,741	21,205,139	16,779,652	379%	64,455,139	60,029,652
640 TRANSPORTATION	7,402,256	85,868,766	85,868,766	51,374,792	84,578,721	(1,290,045)	-2%	84,578,721	(1,290,045)
Subtotal	$ 221,530,278	$ 172,920,264	$ 175,020,264	$ 139,363,544	$ 204,909,871	$ 29,889,607	17%	$ 247,172,572	$ 72,152,308
MARICOPA COUNTY	$ 221,530,278	$ 172,920,264	$ 175,020,264	$ 139,363,544	$ 204,909,871	$ 29,889,607	17%	$ 247,172,572	$ 72,152,308
FLOOD CONTROL DISTRICT	$ 154,458	$ 61,515,823	$ 61,515,823	$ 48,714,817	$ 49,000,000	$ (12,515,823)	-20%	$ 49,000,000	$ (12,515,823)
LIBRARY DISTRICT	$ -	$ -	$ -	$ -	$ 1,102,200	$ 1,102,200		$ 1,102,200	$ 1,102,200
STADIUM DISTRICT	$ 2,655,263	$ 3,150,000	$ 9,150,000	$ 8,998,196	$ 2,734,018	$ (6,415,982)	-70%	$ 2,734,018	$ (6,415,982)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 224,339,999	$ 237,586,087	$ 245,686,087	$ 197,076,557	$ 257,746,089	$ 12,060,002	5%	$ 300,008,790	$ 54,322,703

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
ENTERPRISE									
APPOINTED DEPARTMENT									
600 HEALTH PLANS	$ 362,471,865	$ 406,333,732	$ 406,333,732	$ 423,287,383	$ 429,926,419	$ 23,592,687	6%	$ 429,926,419	$ 23,592,687
670 SOLID WASTE	1,276,856	1,270,500	1,270,500	840,647	1,115,000	(155,500)	-12%	840,648	(429,852)
900 HEALTH CARE DELIVERY SYSTEM	264,668,687	269,005,582	314,901,082	335,592,222	339,211,377	24,310,295	8%	398,331,106	83,430,024
Subtotal	$ 628,417,408	$ 676,609,814	$ 722,505,314	$ 759,720,252	$ 770,252,796	$ 47,747,482	7%	$ 829,098,173	$ 106,592,859
MARICOPA COUNTY	$ 628,417,408	$ 676,609,814	$ 722,505,314	$ 759,720,252	$ 770,252,796	$ 47,747,482	7%	$ 829,098,173	$ 106,592,859
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 628,417,408	$ 676,609,814	$ 722,505,314	$ 759,720,252	$ 770,252,796	$ 47,747,482	7%	$ 829,098,173	$ 106,592,859

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
INTERNAL SERVICE									
APPOINTED DEPARTMENT									
350 TOTAL COMPENSATION	$ 3,742,010	$ 6,061,596	$ 7,243,940	$ 6,754,494	$ 6,833,576	$ (410,364)	-6%	$ 6,833,576	$ (410,364)
730 MATERIALS MANAGEMENT	869,935	698,517	903,775	903,775	903,775	-	0%	903,775	-
740 EQUIPMENT SERVICES	8,686,392	9,200,000	9,200,000	8,874,324	9,200,000	-	0%	9,200,000	-
750 RISK MANAGEMENT	20,640,633	20,033,616	20,518,013	20,575,557	24,500,384	3,982,371	19%	24,500,384	3,982,371
760 TELECOMMUNICATIONS	13,652,713	11,219,096	11,219,096	13,494,659	11,498,706	279,610	2%	13,201,539	1,982,443
Subtotal	$ 47,591,683	$ 47,212,825	$ 49,084,824	$ 50,602,809	$ 52,936,441	$ 3,851,617	8%	$ 54,639,274	$ 5,554,450
MARICOPA COUNTY	$ 47,591,683	$ 47,212,825	$ 49,084,824	$ 50,602,809	$ 52,936,441	$ 3,851,617	8%	$ 54,639,274	$ 5,554,450
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 47,591,683	$ 47,212,825	$ 49,084,824	$ 50,602,809	$ 52,936,441	$ 3,851,617	8%	$ 54,639,274	$ 5,554,450

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance
ELIMINATIONS									
APPOINTED DEPARTMENT									
980 ELIMINATIONS	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ 40,817,957	7%	$ (602,949,306)	$ (55,079,999)
Subtotal	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ 40,817,957	7%	$ (602,949,306)	$ (55,079,999)
MARICOPA COUNTY	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ 40,817,957	7%	$ (602,949,306)	$ (55,079,999)
FLOOD CONTROL DISTRICT	$ -	$ (47,500,000)	$ (47,500,000)	$ (47,500,000)	$ (49,000,000)	$ (1,500,000)	-3%	$ (49,000,000)	$ (1,500,000)
LIBRARY DISTRICT	$ -	$ -	$ -	$ -	$ (1,102,200)	$ (1,102,200)		$ (1,102,200)	$ (1,102,200)
STADIUM DISTRICT	$ -	$ (6,309,410)	$ (12,309,410)	$ (12,176,020)	$ (6,990,916)	$ 5,318,494	43%	$ (1,724,018)	$ 10,585,392
TOTAL MARICOPA COUNTY AND DISTRICTS	$ -	$ (552,708,697)	$ (607,678,717)	$ (532,582,570)	$ (564,144,466)	$ 43,534,251	7%	$ (654,775,524)	$ (47,096,807)

Consolidated Revenues by Department and Fund Type

CONSOLIDATED REVENUE BY DEPARTMENT AND FUND TYPE
FY 2002-03 ADOPTED

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	ELIMINATIONS	TOTAL FUNDS
JUDICIAL BRANCH								
110 ADULT PROBATION	$ -	$ 41,973,567	$ -	$ -	$ -	$ -	$ -	$ 41,973,567
240 JUSTICE COURTS	12,633,446	1,269,953	-	-	-	-	-	13,903,399
270 JUVENILE PROBATION	18,000	19,072,565	-	-	-	-	-	19,090,565
380 SUPERIOR COURT	293,132	9,795,241	-	-	-	-	-	10,088,373
Subtotal	$ 12,944,578	$ 72,111,326	$ -	$ -	$ -	$ -	$ -	$ 85,055,904
ELECTED OFFICIAL								
120 ASSESSOR	$ 133,669	$ -	$ -	$ -	$ -	$ -	$ -	$ 133,669
160 CLERK OF THE SUPERIOR COURT	5,250,000	7,419,956	-	-	-	-	-	12,669,956
190 COUNTY ATTORNEY	12,000	10,029,568	-	-	-	-	-	10,041,568
210 ELECTIONS	2,085,000	-	-	-	-	-	-	2,085,000
250 CONSTABLES	1,100,000	-	-	-	-	-	-	1,100,000
360 RECORDER	8,000,000	3,644,388	-	-	-	-	-	11,644,388
370 SUPERINTENDENT OF SCHOOLS	153,050	-	-	-	-	-	-	153,050
430 TREASURER	5,686	-	-	-	-	-	-	5,686
500 SHERIFF	4,094,415	5,060,157	-	-	-	-	-	9,154,572
510 SHERIFF DETENTION	-	24,789,111	-	-	-	-	-	24,789,111
Subtotal	$ 20,833,820	$ 50,943,180	$ -	$ -	$ -	$ -	$ -	$ 71,777,000
APPOINTED DEPARTMENT								
150 EMERGENCY MANAGEMENT	$ -	$ 666,659	$ -	$ -	$ -	$ -	$ -	$ 666,659
170 COMMUNITY DEVELOPMENT	-	15,861,375	-	-	-	-	-	15,861,375
180 FINANCE	7,866,687	-	-	-	-	-	-	7,866,687
220 HUMAN SERVICES	-	29,599,739	-	-	-	-	-	29,599,739
230 INTERNAL AUDIT	75	-	-	-	-	-	-	75
260 CORRECTIONAL HEALTH	-	1,056,052	-	-	-	-	-	1,056,052
290 MEDICAL EXAMINER	420,000	-	-	-	-	-	-	420,000
300 PARKS & RECREATION	-	4,419,867	-	-	-	-	-	4,419,867
310 HUMAN RESOURCES	115,511	-	-	-	-	-	-	115,511
340 PUBLIC FIDUCIARY	850,000	-	-	-	-	-	-	850,000
350 TOTAL COMPENSATION	10,000	-	-	-	-	6,833,576	-	6,843,576
390 HEALTH CARE MANDATES	101,813,648	-	-	-	-	-	-	101,813,648
400 CRIMINAL JUSTICE FACILITY DEV	-	-	-	98,138,712	-	-	-	98,138,712
440 PLANNING & DEVELOPMENT	-	8,490,000	-	-	-	-	-	8,490,000
460 RESEARCH & REPORTING	-	440,000	-	-	-	-	-	440,000
470 GENERAL GOVERNMENT	744,958,512	142,304,293	28,367,608	64,455,139	-	-	-	980,085,552
480 APPROPRIATED FUND BALANCE	-	101,691,796	-	-	-	-	-	101,691,796
520 PUBLIC DEFENDER	101,140	1,571,379	-	-	-	-	-	1,672,519
540 LEGAL DEFENDER	24,500	80,000	-	-	-	-	-	104,500
550 LEGAL ADVOCATE	36,000	14,842	-	-	-	-	-	50,842
560 CONTRACT COUNSEL	248,109	-	-	-	-	-	-	248,109
600 HEALTH PLANS	-	1,812,463	-	-	429,926,419	-	-	431,738,882
640 TRANSPORTATION	-	89,078,888	-	84,578,721	-	-	-	173,657,609
660 HOUSING	-	11,435,849	-	-	-	-	-	11,435,849
670 SOLID WASTE	-	3,440,050	-	-	840,648	-	-	4,280,698
700 FACILITIES MANAGEMENT	1,159,054	-	-	-	-	-	-	1,159,054
730 MATERIALS MANAGEMENT	77,000	-	-	-	-	903,775	-	980,775
740 EQUIPMENT SERVICES	-	-	-	-	-	9,200,000	-	9,200,000
750 RISK MANAGEMENT	-	-	-	-	-	24,500,384	-	24,500,384
760 TELECOMMUNICATIONS	-	-	-	-	-	13,201,539	-	13,201,539
790 ANIMAL CARE & CONTROL	-	9,763,754	-	-	-	-	-	9,763,754
860 PUBLIC HEALTH	-	37,262,716	-	-	-	-	-	37,262,716
880 ENVIRONMENTAL SERVICES	-	17,437,846	-	-	-	-	-	17,437,846
900 HEALTH CARE DELIVERY SYSTEM	-	-	-	-	398,331,106	-	-	398,331,106
980 ELIMINATIONS	-	-	-	-	-	-	(602,949,306)	(602,949,306)
Subtotal	$ 857,680,236	$ 476,427,568	$ 28,367,608	$ 247,172,572	$ 829,098,173	$ 54,639,274	$ (602,949,306)	$ 1,890,436,125
MARICOPA COUNTY	$ 891,458,634	$ 599,482,074	$ 28,367,608	$ 247,172,572	$ 829,098,173	$ 54,639,274	$ (602,949,306)	$ 2,047,269,029
FLOOD CONTROL DISTRICT	$ -	$ 71,031,854	$ -	$ 49,000,000	$ -	$ -	$ (49,000,000)	$ 71,031,854
LIBRARY DISTRICT	$ -	$ 11,074,969	$ -	$ 1,102,200	$ -	$ -	$ (1,102,200)	$ 11,074,969
STADIUM DISTRICT	$ -	$ 4,450,701	$ 5,600,800	$ 2,734,018	$ -	$ -	$ (1,724,018)	$ 11,061,501
MARICOPA COUNTY & DISTRICTS	$ 891,458,634	$ 686,039,598	$ 33,968,408	$ 300,008,790	$ 829,098,173	$ 54,639,274	$ (654,775,524)	$ 2,140,437,353

Revenue Sources and Variance Commentary

Maricopa County and the Flood Control, Library, and Stadium Districts collect revenues within the following general categories:

- Taxes
- Intergovernmental Revenues
- Fines & Forfeits
- Other Financing Sources
- Licenses & Permits
- Charges for Services
- Miscellaneous

Revenues are estimated conservatively for budgetary purposes, because it is preferable to err by under-estimating revenues than over-estimating them. For major tax-based revenues, economic forecasting models are applied. The following sections describe the major revenues sources for the County and district budgets, as well as the estimated collections for FY 2002-03.

CONSOLIDATED REVENUES BY CATEGORY - FY 2002-03 ADOPTED
MARICOPA COUNTY & DISTRICTS

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	TOTAL FUNDS
REVENUES									
PROPERTY TAXES	$ 277,949,612	$ 55,164,478	$ 19,565,638	$ -	$ -	$ -	$ 352,679,728	$ -	$ 352,679,728
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	101,691,796	5,500,800	-	-	-	107,192,596	-	107,192,596
LICENSES AND PERMITS	428,970	25,533,818	-	-	-	-	25,962,788	-	25,962,788
GRANTS	-	179,602,824	-	-	3,784,279	-	183,387,103	-	183,387,103
OTHER INTERGOVERNMENTAL	7,181,221	48,057,758	-	31,578,721	110,327,599	499,012	197,644,311	-	197,644,311
PAYMENTS IN LIEU OF TAXES	6,929,684	323,478	359,306	-	-	-	7,612,468	-	7,612,468
STATE SHARED SALES TAX	335,423,506	-	-	-	-	-	335,423,506	-	335,423,506
STATE SHARED HIGHWAY USER REV	-	77,933,792	-	-	-	-	77,933,792	-	77,933,792
STATE SHARED VEHICLE LICENSE	101,980,938	6,682,872	-	-	-	-	108,663,810	-	108,663,810
OTHER CHARGES FOR SERVICES	18,518,283	29,776,878	-	-	40,648	6,833,576	55,169,385	(2,600,000)	52,569,385
INTERNAL SERVICE CHARGES	-	-	-	-	-	45,633,576	45,633,576	(45,633,576)	-
PATIENT SERVICE REVENUE	52,848	2,819,664	-	-	666,619,585	-	669,492,097	(72,066,024)	597,426,073
FINES & FORFEITS	10,718,820	2,312,633	-	-	-	-	13,031,453	-	13,031,453
INTEREST EARNINGS	12,001,580	2,506,966	7,166,188	540,500	5,608,808	1,156,954	28,980,996	-	28,980,996
MISCELLANEOUS REVENUE	2,595,685	30,115,977	-	8,009,500	2,412,026	516,156	43,649,344	-	43,649,344
GAIN ON FIXED ASSETS	50,000	230,000	-	-	-	-	280,000	-	280,000
TRANSFERS IN	109,627,487	123,286,664	1,376,476	259,880,069	40,305,228	-	534,475,924	(534,475,924)	-
Revenues Total	$ 891,458,634	$ 686,039,598	$ 33,968,408	$ 300,008,790	$ 829,098,173	$ 54,639,274	$ 2,795,212,877	$ (654,775,524)	$ 2,140,437,353

Taxes

Maricopa County and Districts collect both property taxes and special sales taxes. Below is a table summarizing historical tax revenue collections by fund type, followed by a discussion of specific major revenues.

Taxes

Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Total
1990-91	$156,355,464	$52,067,583	$25,272,789	233,695,836
1991-92	165,604,737	53,083,814	25,480,480	244,169,031
1992-93	175,163,920	45,514,466	20,904,747	241,583,133
1993-94	156,614,258	45,165,003	25,721,266	227,500,527
1994-95	182,014,228	64,355,715	2,368,049	248,737,992
1995-96	176,554,624	129,829,133	20,072,454	326,456,211
1996-97	172,143,843	145,750,489	23,628,785	341,523,117
1997-98	184,371,372	91,239,254	22,510,213	298,120,839
1998-99	198,905,506	98,611,890	22,783,249	320,300,645
1999-00	222,975,967	149,751,499	21,008,968	393,736,434
2000-01	239,737,516	156,127,504	24,148,892	420,013,912
2001-02*	256,734,137	158,876,060	20,071,906	435,682,103
2002-03**	285,949,612	156,856,274	25,066,438	467,872,324

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)

Property Taxes

Property taxes are imposed on both real and personal property, and are taxed under two systems - primary and secondary. Primary property taxes finance the County's general operations through its General Fund. Secondary taxes finance repayment of the County's outstanding voter-approved general obligation bonds, as well as operations and capital improvements carried out by the Flood Control and the Library Districts. Primary property taxes differ from secondary property taxes in that the rate of growth in the tax base for primary tax purposes is limited, and primary property tax levies are subject to a more stringent constitutional limitation. The primary property tax levy may increase by only 2% per year on property taxed in the prior year.

The Board of Supervisors must adopt the property tax levy for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1. Real property taxes are paid in arrears in two installments, due November 1 and May 1. Personal property taxes have historically been collected on a different schedule, but collection dates are now being shifted to align with the real property tax collection cycle. Personal property owners are exempt from Flood Control District taxation. Thus, personal property taxes are levied only for the General Fund (primary), Debt Service (secondary), and the Library District (secondary).

The following schedule lists the overall primary and secondary net assessed values and tax rates for the last ten fiscal years, plus the assessed values and preliminary tax rates for FY 2002-03.

	Primary		Secondary					
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per $100 N.A.V.)	Library District Tax Rate (per $100 N.A.V.)	Flood Control Net Assessed Value (Thousands)	Flood Control District Tax Rate (per $100 N.A.V.)	Combined Rate
1992-93	$13,605,515	1.0739	$13,808,814	$ 0.1409	$ 0.0426	$10,063,004	$ 0.3901	1.6475
1993-94	13,296,195	1.0548	13,504,108	0.1878	0.0417	9,675,782	0.3632	1.6475
1994-95	13,302,327	1.2394	13,521,175	0.0032	0.0099	9,724,304	0.3632	1.6157
1995-96	13,493,737	1.1580	14,119,435	0.1464	0.0421	10,827,837	0.3332	1.6797
1996-97	13,975,668	1.1054	14,343,156	0.1575	0.0421	11,129,482	0.3425	1.6475
1997-98	15,006,270	1.1265	15,723,498	0.1364	0.0421	12,361,851	0.3425	1.6475
1998-99	16,017,265	1.1472	16,813,017	0.1312	0.0421	13,660,618	0.3270	1.6475
1999-00	17,463,875	1.1884	18,676,830	0.1085	0.0421	15,504,112	0.2858	1.6248
2000-01	19,362,298	1.1641	20,877,716	0.1152	0.0421	17,485,890	0.2534	1.5748
2001-02	21,355,326	1.1832	22,913,134	0.0876	0.0421	19,544,069	0.2319	1.5448
2002-03*	**22,955,865**	**1.2108**	**24,457,047**	**0.0800**	**0.0421**	**21,174,169**	**0.2119**	**1.5448**

*Preliminary Property Tax Levies; subject to final Board approval.

The combined FY 2002-03 property tax rate for Maricopa County and the Library and Flood Control Districts will remain flat at $1.5448 per $100 net assessed value. The primary rate will increase by $0.0276, offset by reductions of $0.0076 in the Debt Service rate and $0.0200 in the Flood Control District rate. The Library District tax rate will continue at $0.0421 per $100 net assessed value.

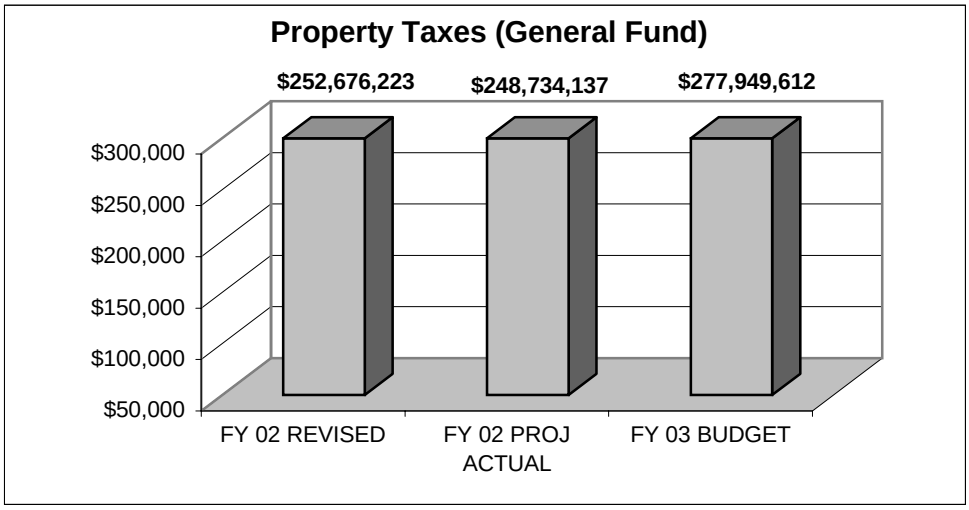
The following table depicts the primary and secondary property tax levies for the last ten fiscal years, plus the preliminary levies for FY 2002-03:

Revenue Sources and Variance Commentary (Continued)

Preliminary Tax Levy					
	Primary	Secondary			
Fiscal Year	General Fund	Debt Service	Flood Control District	Library District	Total
1991-92	$136,572,245	$25,868,883	$46,536,850	$6,320,418	**$215,298,396**
1992-93	146,115,141	19,461,200	39,254,429	5,882,555	**210,713,325**
1993-94	140,248,266	25,360,203	35,142,441	5,631,213	**206,382,123**
1994-95	164,865,317	428,377	35,318,672	5,638,330	**206,250,696**
1995-96	156,257,472	20,670,863	36,078,354	1,397,824	**214,404,513**
1996-97	154,487,036	22,590,472	38,118,477	6,038,469	**221,234,454**
1997-98	169,045,638	21,446,852	42,339,342	6,619,593	**239,451,425**
1998-99	183,750,071	22,058,679	44,670,223	7,078,280	**257,557,253**
1999-00	207,540,697	20,264,361	44,310,754	7,862,946	**279,978,758**
2000-01	225,396,514	24,037,880	45,042,553	8,586,315	**303,063,262**
2001-02*	248,734,137	20,071,906	45,322,696	9,646,430	**327,717,255**
2002-03**	277,949,612	19,565,638	44,868,061	10,296,417	**352,679,728**

* Projected Actual
** Budget
Note: Excludes SRP, Payments in Lieu of Taxes

The FY 2002-03 Budget includes an estimated primary property tax levy (excluding Salt River Project) of $277,949,612, an increase of $25,273,389 (10%) from the FY 2001-02 adopted primary levy. This increase is due to 7.5% growth in net assessed value, of which nearly four-fifths is due to new construction; the remaining increase on existing property is partly attributable to the impact of biannual property valuation by the County Assessor. Because of biannual assessment, this year's increase in net assessed value partly reflects increases that would have been realized last year if properties had been re-valued annually. After several years of relatively high growth in net assessed value, forecasts indicate a downward trend in annual growth rates over the next five years. Net assessed values tend to lag behind the general economy. For further information, refer to the "Comparative Tax Data" schedule, as well as the Levy Limit and Truth in Taxation comparisons.



Revenue Sources and Variance Commentary (Continued)

Tax Penalties & Interest

The County Treasurer collects penalties and interest on repayment of delinquent property taxes, and proceeds are deposited to the General Fund. Collections fluctuate and are difficult to accurately forecast, so it is prudent to budget this revenue conservatively. FY 2001-02 projections are consistent with the budget. The FY 2002-03 budget is a conservative estimate based on historical collection trends.

Special Sales Taxes

The County and Stadium District levy special sales taxes for specific purposes. These special sales taxes are collected by the State of Arizona and transmitted to the County Treasurer monthly. The two current special sales taxes are the Jail Excise Tax and the Stadium District car rental surcharge. In 1994-95 the State Legislature allowed the Stadium District to levy a surcharge on rental cars to help fund Cactus League stadium construction in Maricopa County. Previously, the District collected a special 0.25% sales tax for construction of Bank One Ballpark. In November 1998, Maricopa County voters approved a new Jail Excise tax to fund construction and operation of adult and juvenile detention facilities. This new special sales tax began collections in January of 1999. The FY 1999-00 budget reflected the first full year of collections of the special tax. Total budgeted revenue from the Jail Excise Tax will amount to a total of $101,691,796 in FY 2002-03, an increase of $2,961,897 (3%) from what is projected for FY 2001-02. Jail Excise Tax revenue is budgeted based on the pessimistic forecast due to continuing economic uncertainty.

Fiscal Year	Jail Excise Tax	Stadium District Car Rental Surcharge	Stadium District Major League Baseball	Total
1993-94	NA	$ 3,998,649	NA	$ 3,998,649
1994-95	NA	4,408,888	$ 18,883,297	23,292,185
1995-96	NA	4,818,487	87,061,064	91,879,551
1996-97	NA	5,326,147	96,058,302	101,384,449
1997-98	NA	5,443,369	35,997,339	41,440,708
1998-99	$ 41,477,224	5,400,000	NA	46,877,224
1999-00	91,984,716	5,722,238	NA	97,706,954
2000-01	97,752,375	5,637,184	NA	103,389,559
2001-02*	98,729,899	5,605,118	NA	104,335,017
2002-03**	101,691,796	5,500,800	NA	107,192,596

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)

Jail Excise Tax Forecasts

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	Cumulative Collections	"Most Likely" Scenario Annual Collections	% Chg.	Cumulative Collections
2002-03	$ 101,691,796	3.8%	$ 431,639,401	$ 104,692,794	5.0%	$ 435,617,938
2003-04	106,267,927	4.5%	537,907,328	110,555,591	5.6%	546,173,535
2004-05	111,049,984	4.5%	648,957,312	116,746,704	5.6%	662,920,245
2005-06	116,047,233	4.5%	765,004,545	123,284,579	5.6%	786,204,772
2006-07	121,269,358	4.5%	886,273,904	113,795,228	5.6%	900,000,000
2007-08	13,726,096	4.5%	900,000,000			900,000,000

Source: Elliott D. Pollack & Co.

Licenses and Permits

Maricopa County and the Flood Control District collect revenue from a variety of licenses and permits that it issues through various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statutes. The revenue generated from licenses and permits is used to offset the cost of issuing the permits. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed below are the actual license and permit revenues recorded for the last ten fiscal years, along with projected actual collections for totals FY 2001-02 and estimated revenues for FY 2002-03.

Licenses & Permits

Fiscal Year	General Fund	Special Revenue Funds	Total
1991-92	$ 1,670,967	$ 8,687,231	$ 10,358,198
1992-93	1,880,372	9,378,628	11,259,000
1993-94	1,677,251	10,943,744	12,620,995
1994-95	1,927,793	13,012,399	14,940,192
1995-96	2,340,983	10,074,284	12,415,267
1996-97	2,380,622	10,944,271	13,324,933
1997-98	2,248,372	12,634,283	14,882,655
1998-99	2,839,905	14,227,608	17,067,513
1999-00	271,025	21,915,996	22,187,021
2000-01	501,811	23,186,962	23,688,773
2001-02*	423,700	23,825,944	24,249,644
2002-03**	428,970	25,533,818	25,962,788

* Projected Actual
** Budget

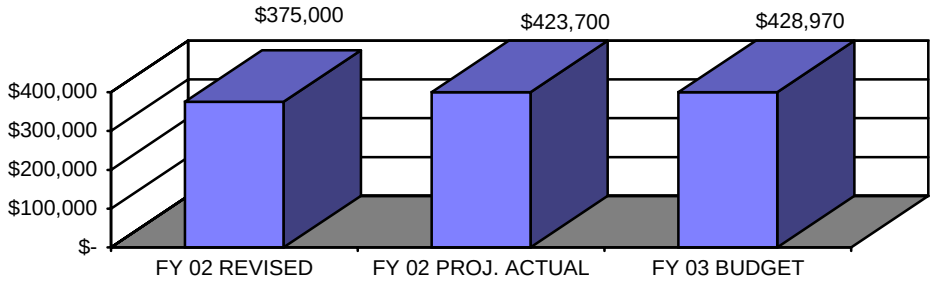
General Fund license and permit revenues include license fees paid by cable television companies for operation in unincorporated areas. Prior to FY 1999-00, Planning and Development fees were deposited in the General Fund.

Revenue Sources and Variance Commentary (Continued)

Department	Amount	Description
General Government	$50,000	Liquor Licenses
General Government	325,000	Cable Television Franchise Fees
Sheriff	53,970	Pawnshop & Peddler's Licenses

Major sources of Special Revenue Fund license and permit revenue include Planning and Development fees, environmental health permits, and air quality permits.

Licenses & Permits Revenue (General Fund)



Intergovernmental Revenues

Intergovernmental revenues are amounts received by the County and districts from other government or public entities, and includes payments in lieu of taxes, state shared revenues, grants, and payments required by intergovernmental agreements (IGA's). Intergovernmental revenues come from a variety of sources, including the Federal government, local cities and the State of Arizona. Included in the intergovernmental classification are grant revenues that typically carry restrictions on how they may be expended. Listed below are the actual intergovernmental and grant revenues recorded for the last eleven fiscal years prior to FY 2001-02, projected actual collections for FY 2001-02, and the amounts budgeted for FY 2002-03. Beginning in FY 1999-00 the General Fund total revenue for this category decreased because revenue from jail per diem charges was moved to the special revenue category. The FY 2002-03 budget includes increases in various grant-funded programs and intergovernmental agreements with the State of Arizona.

Intergovernmental and Grant Revenues

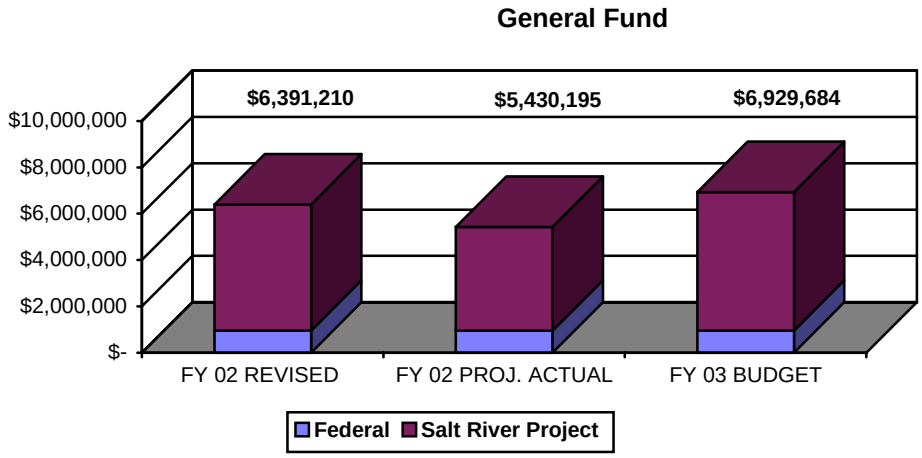
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Total
1990-91	$ 57,789,081	$ 19,169,422	$ 5,111,763	$ 277,682	$ 17,161,901	$ -	$ 99,509,849
1991-92	56,917,902	33,259,242	4,382,076	609,417	5,107,746	-	100,276,383
1992-93	58,413,355	25,269,829	5,938,212	365,475	950,777	-	90,937,648
1993-94	61,766,027	26,443,641	8,930,589	-	1,065,771	-	98,206,028
1994-95	76,624,601	33,460,444	4,495,155	458,113	1,043,694	-	116,082,007
1995-96	28,170,608	339,459	6,506,520	-	-	277,295	35,293,882
1996-97	33,158,048	868,273	-	-	-	279,935	34,306,256
1997-98	16,869,017	63,794,109	13,010,680	-	42,238,451	262,793	136,175,050
1998-99	20,122,702	157,814,665	-	-	1,335,329	-	179,272,696
1999-00	4,201,782	109,352,532	-	-	-	-	113,554,314
2000-01	5,217,685	165,830,808	8,093,439	34,434	-	-	179,176,366
2001-02*	6,941,483	91,813,355	55,341,499	338,534	6,495,734	-	160,930,605
2002-03**	7,181,221	125,968,786	114,111,878	499,012	31,578,721	-	279,339,618

* Projected Actual
** Budget

Note: Historical data prior to FY 1997-98 for General Fund and Debt Service included Indirect Cost Recovery.

Revenue Sources and Variance Commentary (Continued)

Payments in Lieu of Taxes



Payments in lieu of taxes are collected from the Salt River Project (SRP) and the federal government. SRP values have declined in recent years due to changes in tax laws and in the electric utility industry. Although it is a public entity, SRP estimates its net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates. The estimated FY 2002-03 budget for payments in lieu of taxes is $6,929,684, a increase of $538,474 or 8.4% from FY 2001-02 revised budget. This change is primarily due to an increase in the payment from the Federal Bureau of Land Management.

State Shared Sales Taxes

Maricopa County does not have legal authority to levy a general-purpose sales tax. However, the County does receive a portion of the State of Arizona's Transaction Privilege Tax collections, which are deposited in the General Fund. The State collects transaction privilege taxes on 30 types of business activities, at rates ranging from .516 to 6.05 percent. A portion of each of these taxes, ranging from 0 to 80 percent, is allocated to a pool for distribution to the cities, counties and state. Of this pool, 40.51 percent is allocated to Arizona counties.

Prior to FY 1994-95, the counties' distribution was determined using a calculation that combined assessed valuation and location of actual sales tax receipts (point of sale). Beginning with FY 1994-95, the state started using a new allocation procedure. The new procedure distributes the funds determined from the larger of two different calculations: a) 50% based on point of sale + 50% based on assessed valuation; or b) 50% based on point of sale + 50% based on population. Also, as of FY 1994-95, the counties receive a portion of an additional 2.43 percent of the State's share of receipts, distributed using a 50% point of sale + 50% population basis method.

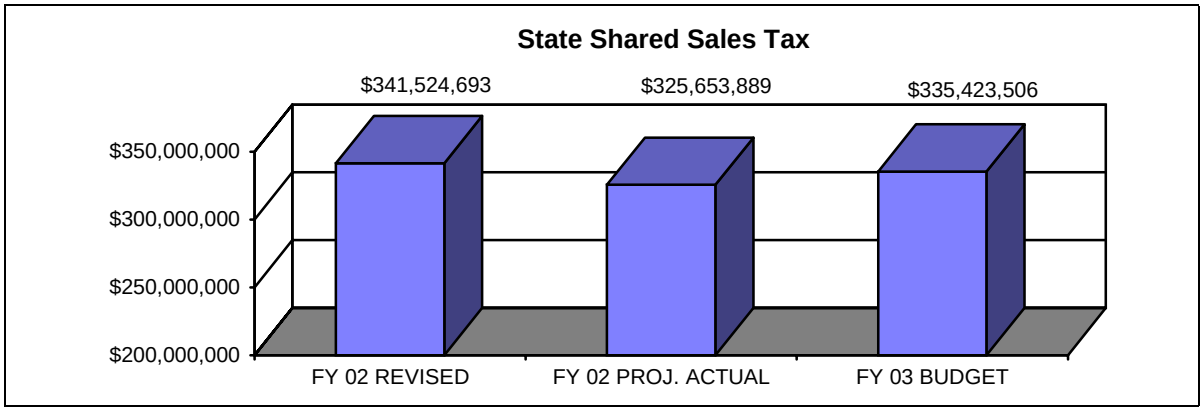
Listed below are the actual state shared sales tax collections for the last nine fiscal years, Projected totals for FY 2001-02, plus the budget for FY 2002-03. State shared sales tax collections have suffered most from the economic recession. Prior to this year, state shared sales taxes were budgeted for the upcoming fiscal year at the midpoint between the “pessimistic” and “most likely” forecast scenarios. Following this strategy, the FY 2001-02 budget assumed revenue growth of 4.5%, about half the annual growth seen over the previous five years; nonetheless, actual collections are projected to be only 1% higher than FY 2000-01, a budget shortfall of around $16 million. Given continuing economic uncertainty, the FY 2002-03 budget for the General Fund is based on the “pessimistic” forecast of 3% growth ($10 million) over FY 2001-02 projected actual

Revenue Sources and Variance Commentary (Continued)

collections. FY 2002-03 budgeted revenue, even with this growth, will still be less than the amount originally budgeted for FY 2001-02.

State Shared Sales Tax Collections	
Fiscal Year	**General Fund**
1992-93	$176,925,962
1993-94	209,588,061
1994-95	215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99	279,812,954
1999-00	309,009,200
2000-01	322,429,593
2001-02*	325,653,889
2002-03**	335,423,506

* Projected Actual
** Budget



The five-year forecast for state shared sales tax revenue is shown in the following table. While annual growth rates will recover as the economy improves, they are not anticipated to reach the levels seen prior to FY 2001-02.

State Shared Sales Tax Forecast

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	"Most Likely" Scenario Annual Collections	% Chg.
2002-03	$ 335,423,506	3.6%	$ 345,322,094	5.0%
2003-04	350,517,564	4.5%	364,660,132	5.6%
2004-05	366,290,854	4.5%	385,081,099	5.6%
2005-06	382,773,942	4.5%	406,645,641	5.6%
2006-07	399,998,770	4.5%	429,417,799	5.6%

Source: Elliott D. Pollack & Co.

Revenue Sources and Variance Commentary (Continued)

State Shared Vehicle License Taxes

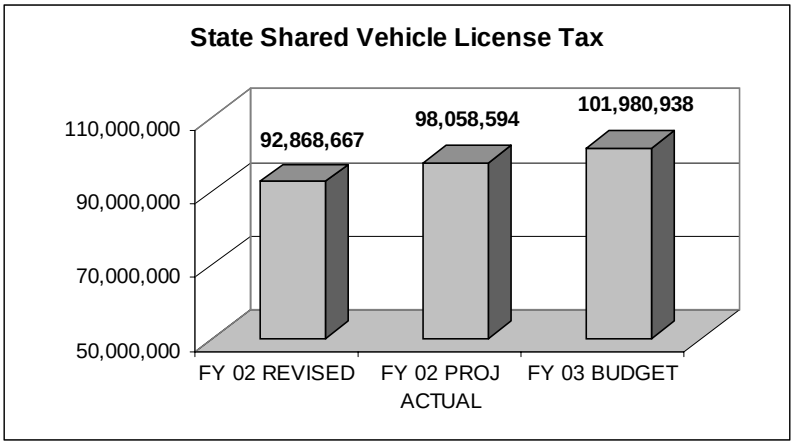
The State of Arizona levies vehicle license taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax levied by the state on cars and trucks. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF), which is in turn also shared with local governments. VLT is paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. Following is a table showing actual and projected vehicle license tax collections from FY 1992-93 to FY 2002-03.

State Shared Vehicle License Tax	
Fiscal Year	**General Fund**
1992-93	$ 34,229,803
1993-94	39,330,291
1994-95	44,940,805
1995-96	53,481,261
1996-97	64,600,858
1997-98	68,309,110
1998-99	81,053,747
1999-00	94,431,066
2000-01	93,389,137
2001-02*	98,058,594
2002-03**	101,980,938

* Projected Actual
** Budget

Prior to FY 2001-02, VLT was budgeted at the midpoint between the “pessimistic” and “most likely” forecasts, but was budgeted at the pessimistic level last year due to uncertainties about the impact of biennial collection. FY 2001-02 VLT collections have in fact been quite strong despite the economy, and projected actual revenue is significantly greater than budgeted, which has helped to offset the shortfall in state shared sales taxes.

The FY 2002-03 budget assumes a $3.9 million increase in Vehicle License Tax revenue based on the pessimistic forecast of 4% growth.



State Shared Vehicle License Tax Forecast

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	"Most Likely" Scenario Annual Collections	% Chg.
2002-03	$ 101,980,938	4.0%	$ 107,420,855	7.0%
2003-04	107,589,889	5.5%	115,477,419	7.5%
2004-05	111,893,485	4.0%	123,560,838	7.0%
2005-06	116,369,224	4.0%	132,210,097	7.0%
2006-07	121,023,993	4.0%	141,464,804	7.0%

Source: Elliott D. Pollack & Co.

State Shared Highway User Revenues

The State of Arizona levies a highway user tax of $0.18 per gallon on the motor fuel sold within the state. The primary purpose of the highway user tax is to fund construction and maintenance of streets and highways. The State distributes these highway user funds in approximately the following proportions: 50 percent to the State Highway Fund, 30 percent to cities and towns and 20 percent to counties. The highway user revenues distributed to the counties are allocated based upon fuel sales and estimated consumption as well as population. Maricopa County highway user revenue funds (HURF) are deposited in the Transportation Fund to support the Maricopa County Department of Transportation.

Listed below are the actual collections of the highway user revenues for the last nine fiscal years, Projected totals for FY 2001-02, plus the budget for FY 2002-03.

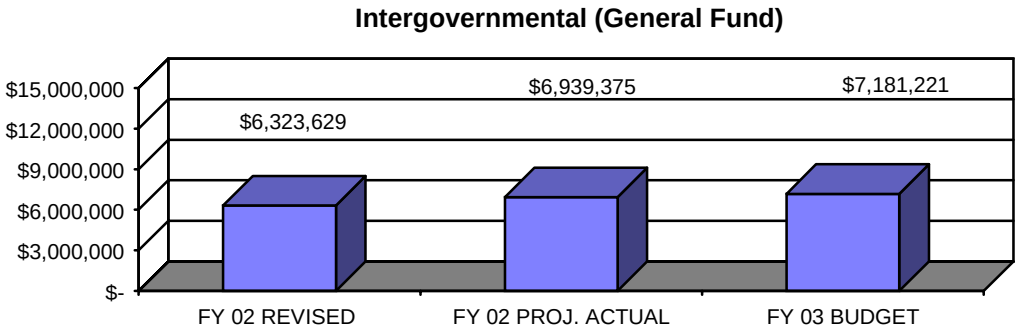
Fiscal Year	State Shared Highway User Revenues
1992-93	$ 55,922,890
1993-94	57,901,673
1994-95	63,227,494
1995-96	68,763,760
1996-97	73,249,850
1997-98	67,408,288
1998-99	72,392,313
1999-00	77,317,632
2000-01	78,243,269
2001-02*	77,014,014
2002-03**	77,933,792

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)

Other Intergovernmental Revenue

Other Intergovernmental Revenues include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGA's) with the County or districts. The following chart shows overall revenue activity for the General Fund.



Detail of FY 2002-03 General Fund Other Intergovernmental Revenue is shown in the following table. Most of the increase is due to reimbursements from the State for costs associated with the primary and general elections.

Department	Amount	Description
Elections	$2,067,500	Election Services
General Government	249,772	Shared State Lottery Sales
Indigent Representation	324,177	State Grand Jury Reimbursements
Justice Courts	895,185	State Reimbursement for JP Salaries
Juvenile Courts	18,000	Federal Reimbursement for Inmate Housing
Medical Examiner	60,000	IGA's with Coconino and Yavaipai Counties for exam and laboratory services
Sheriff's Office	3,448,537	Patrol Services
Superintendent of Schools	118,050	National Forest Fees for Schools
Total	$7,181,221	

Charges for Services

Maricopa County charges fees for various services. County policy is to fully recover the cost for providing services. When setting fees, care is exercised in establishing charges for services so that they do not unfairly discriminate against those most in need of services. The County Board of Supervisors approves all fee schedules, unless fees are specifically set forth in state statute. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department, but are eliminated within the overall County budget.

Examples of charges for services to the public include court filing fees, kennel fees, landfill charges, park entrance fees, vital statistic document fees, probation service fees, and patient service charges. Examples of internal charges for services include motor pool charges and long distance telephone charges. Each of these types of revenues, charges for services, internal charges for services and fines and forfeits are recorded in the applicable fund type, depending on their nature. Charges for service to the public are recorded in the General Fund, the Special Revenue Funds and the Enterprise Funds. Fines and forfeits are recorded in the General and Special Revenue Funds.

Revenue Sources and Variance Commentary (Continued)

Listed below are the other charges for services, fines and forfeits and net patient service revenues recorded for the last nine fiscal years, Projected totals for FY 2001-02, plus the budget for FY 2002-03.

Fees and Charges

Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
1996-97	$ 21,498,899	$ 22,713,435	$ 302,898	$ 64,018	$ 308,557,653	$ 85,204,601		$ 438,341,504
1997-98	23,285,414	30,598,649	180,180	231,215	338,064,362	66,587,939		458,947,759
1998-99	23,282,041	33,636,546	352,643	16,630	356,784,696	70,147,479		484,220,035
1999-00	20,744,303	40,987,616	280,976	13,389	387,932,964	87,758,508		537,717,756
2000-01	22,344,319	43,365,082	125,432	1,526	401,251,736	47,269,363		514,357,458
2001-02*	33,581,911	33,482,636	-	-	619,714,924	48,250,779	(106,746,307)	628,283,943
2002-03**	29,289,951	34,909,175	-	-	666,660,233	52,467,152	(120,299,600)	663,026,911

* Projected Actual
** Budget

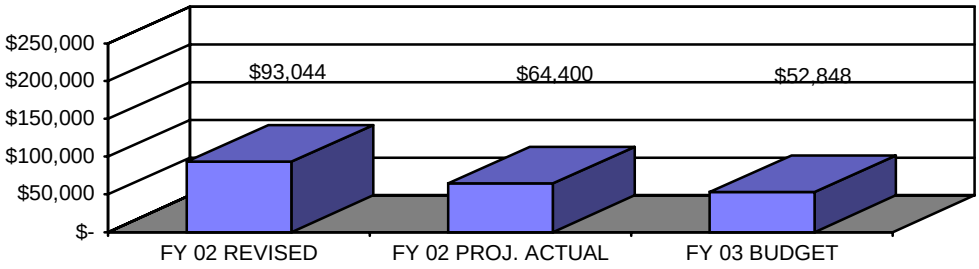
Patient Charges

Patient Charges and Patient Care – Revenue Allowances

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Eliminations	Total
1997-98	$ 2,444,637	$ 532,007	$ 323,663,351	$ -	$ -	$(54,232,273)	$ 272,408,322
1998-99	647,580	602,542	508,799,795	-	-	(40,707,215)	469,342,702
1999-00	87,872	1,060,650	584,897,791	-	-	(47,811,146)	538,106,404
2000-01	101,118	1,242,215	187,203,802	-	-	-	188,547,135
2001-02*	64,400	1,301,834	619,674,277	-	-	(62,093,733)	558,946,778
2002-03**	52,848	2,819,664	666,619,585	-	-	(72,066,024)	597,426,073

* Projected Actual
** Budget

Patient Charges (General Fund)



In the General Fund, patient service revenues are generated by the residual long-term care program. The long-term care residual population will decline because no new patients are enrolled in the program. This budget reflects the declining population of long-term care residual patients.

Revenue Sources and Variance Commentary (Continued)

Patient Charges FY 2002-03 Adopted Budget Summary

Department	Amount	Description
Health Care Mandates	$52,848	LTC Share of Cost
	$52,848	

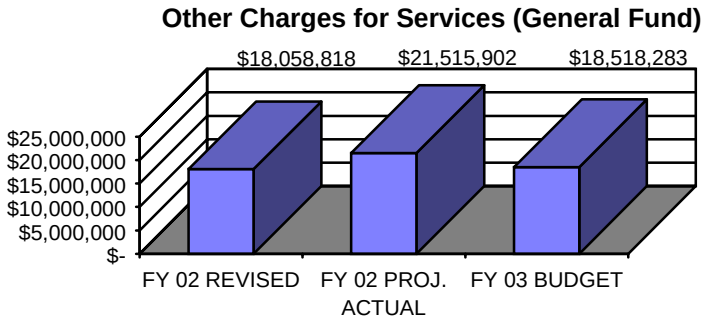
Internal Service Charges

Internal service charges are established each budget season. The internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for services are recorded in the Internal Service Funds.

Fiscal Year	Internal Service Funds
1991-92	$ 132,704,926
1992-93	137,626,475
1993-94	162,749,217
1994-95	126,851,818
1995-96	71,231,729
1996-97	82,204,601
1997-98	24,354,392
1998-99	26,769,664
1999-00	40,522,322
2000-01	41,710,416
2001-02*	41,549,502
2002-03**	45,633,576

* Projected Actual
** Budget

Other Charges for Services



Most departments that collect charges for services have maintained or increased budgets over the prior year. However, budgeted Other Charges for Services have decreased for the second consecutive year.

Revenue Sources and Variance Commentary (Continued)

Other Charges for Service Summary

Department	FY 2001-02	FY 2002-03	Description
Clerk of the Court	$ 3,610,000	$ 3,610,000	Filing Fees
Constables	509,872	1,100,000	Writ & Restitution Collection Fees
Elections	-	-	Certification Fees
General Government	2,000,000	2,000,000	Tax Sale Fees and Cable TV Franchise Fees
Human Resources	25,300	25,000	Garnishments and Support Processing Fees
Indigent Representation	-	85,572	State Grand Jury Reimbursements
Justice Courts	2,318,395	2,506,634	Court Filing Fees
Medical Examiner	420,000	360,000	Cremation Certificate Fees and Transport Fees
Public Fiduciary	830,000	850,000	Fiduciary Fees and Probate Fees
Recorder	5,940,000	7,241,000	Document Recording Fees
Sheriff	-	416,682	Delinquent Property Tax Sales Fee for Mobile Home and Miscellaneous Civil Fees
Superintendent of Schools	35,000	35,000	Garnishment & Support Processing Fees
Superior Court	260,000	282,709	Reimbursement of Court Costs
Treasurer	6,000	5,686	Miscellaneous Charges
Total	18,538,592	18,518,283	

Fines and Forfeits

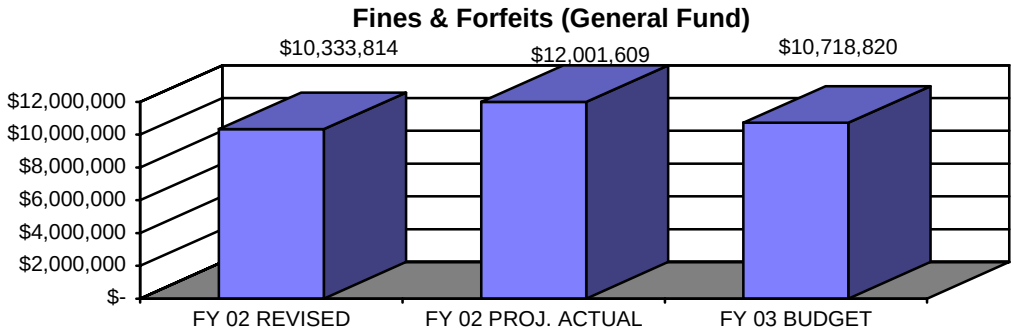
Through statutory and enforcement authority, Maricopa County also collects various fines and forfeitures such as citations, court fines, and library fines. The largest source of fine revenue is the Justice Courts.

Fines & Forfeits

Fiscal Year	General Fund	Special Revenue Funds	Total
1996-97	$9,552,255	$1,947,305	$11,499,560
1997-98	10,552,336	1,908,335	12,460,671
1998-99	10,954,594	2,472,263	13,426,857
1999-00	10,871,790	3,711,582	14,583,372
2000-01	11,989,817	2,918,598	14,908,415
2001-02*	12,001,609	4,607,834	16,609,443
2002-03**	10,718,820	2,312,633	13,031,453

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)



Fines and forfeits are collected by the Justice Courts and Superior Court. Based on collections through March, the forecasted revenue is expected to exceed budget due to rising caseloads. The FY 2002-03 budget anticipates fines and forfeits in line with caseload increases, primarily in the Justice Courts.

Department	Amount	Description
Clerk of the Superior Court	$ 1,615,000	Superior Court Fines
Elections	2,500	Campaign Finance Penalty Fees
Justice Courts	9,101,320	Traffic and Misdemeanor Fines
	10,718,820	

Miscellaneous Revenue

Maricopa County classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include concessions, sales of copies, sales of fixed assets, interest earnings, building rental, pay phone receipts, insurance recoveries, food sales, land sales, map sales, equipment rental and bond proceeds.

Listed below are the miscellaneous revenues recorded for the last nine fiscal years, projected amounts for FY 2001-02, plus the budget for FY 2002-03. Miscellaneous revenues are recorded in all of the fund types.

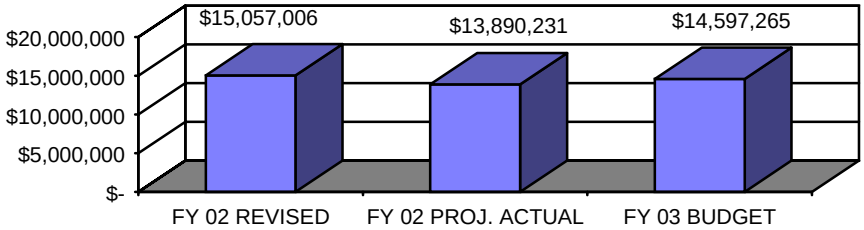
The major increase in miscellaneous revenue in Capital Projects Funds is due to one-time receipt of proceeds from Certificates of Participation that will be used to fund the Capital Improvement Program.

Miscellaneous Revenue							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Debt Service Funds	Capital Projects Funds	Total
1996-97	$ 12,052,384	$ 19,343,464	$ 5,221,705	$ 741,659	$ 622,445	$ 10,056,965	$ 48,038,622
1997-98	10,170,063	32,181,062	1,292,308	269,866	524,591	100,241,220	144,679,110
1998-99	12,514,416	24,642,605	78,878,826	2,594,804	400,000	407,093	119,437,744
1999-00	13,968,176	25,334,749	21,320,726	941,625	400,000	1,325,000	63,290,276
2000-01	20,448,749	38,295,643	26,279,616	2,344,981	4,927,850	113,020,718	205,317,557
2001-02*	13,890,231	31,655,705	9,874,274	2,002,496	5,509,281	9,581,307	72,513,294
2002-03**	14,597,265	32,622,943	8,020,834	1,673,110	7,166,188	8,550,000	72,630,340

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)

Miscellaneous Revenue (General Fund)



The largest single component of miscellaneous revenues in the General Fund is interest income. Increased miscellaneous revenue is attributed to an increase in budgeted interest income for FY 2002-03. In the future, General Fund interest income is expected to decline because of the transfer of the fund balance to the new County Improvement Fund to repay COP's. Additional revenue has also been realized from the parking fees generated by Facilities Management related to Major League Baseball.

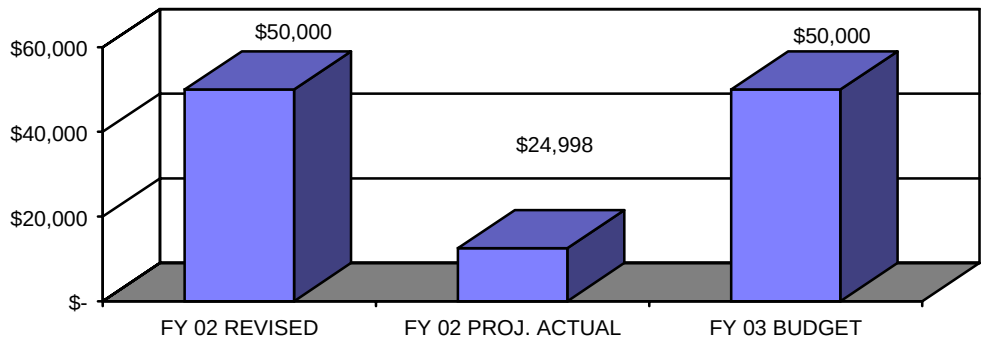
General Fund Miscellaneous Revenue Summary

Department	FY 2001-02	FY 2002-03	Description
Assessor	$ 133,669	$ 133,669	Sale of Maps, Copies, Etc.
Clerk of the Court	25,000	25,000	Sale of Copies & Bad Check Fees
County Attorney	8,000	12,000	Drug Offender Diversion Fees
Elections	15,000	15,000	Sale of Copies and Maps
Facilities Management	1,636,550	1,159,054	Security Building Rental Revenue
General Government	12,000,000	12,000,000	Interest Income, Other
Human Resources	132,300	90,511	Sale of Copies, Garnishment of Wages, COBRA Admin.
Internal Audit	-	75	Sale of Instructional Videos
Justice Courts	107,858	130,307	Sale of Copies
Juvenile Probation	1,400	-	Key Replacement Fees
Materials Management	77,000	77,000	Surplus, Vending Machine, & Copy Sales
Recorder	804,029	759,000	Micrographics & Photocopy Sales
Sheriff	116,200	175,226	Sale of Copies and Reimbursement for ID Cards
Superior Court	-	10,423	Interest Earnings
Total Compensation	-	10,000	Sale of Copies, Garnishment of Wages, COBRA Admin.
	$ 15,057,006	$ 14,597,265	

Revenue Sources and Variance Commentary (Continued)

Gain/Loss on Fixed Assets

Gain / Loss of Fixed Assets (General Fund)



Gain/Loss on General Fund Fixed Assets is budgeted conservatively and is consistent with the FY 2001-02 revised budget.

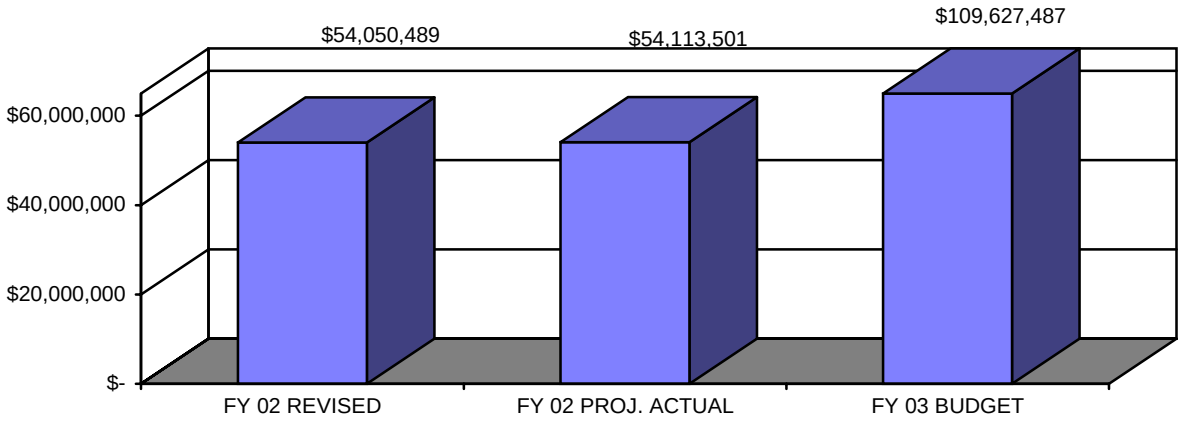
Other Financing Sources

Other Financing Sources include Proceeds of Financing (debt) and Fund Transfers In. Proceeds of financing are not budgeted for FY 2002-03.

Fund Transfers In

Detail on Fund Transfers In and Out are included later in this document. For the General Fund, Fund Transfers In to the General Fund include Central Service Allocation charges to non-General Fund departments and the reimbursement from the Health Care Delivery System for the Disproportionate Share match payment to the State of Arizona. While Central Service Allocations have remained relatively flat, the Disproportionate Share payment and transfer to the General Fund will increase by nearly $55 million in FY 2002-03 due to State budget balancing efforts.

Transfers In (General Fund)



Comparative Tax Data

Maricopa County levies primary property taxes based on assessed valuations of personal and real property. The primary tax levy is limited by A.R.S. §42-17051. Each year the primary tax levy limit is computed by the Assessor's Office and is confirmed by the State Property Tax Oversight Commission. The primary property tax may be used to support any type or level of service within the legal purview of the County, and therefore is the major revenue source for the County General Fund. The County also levies secondary property taxes that are levied for a specific purpose, i.e. the Flood Control District, Library District and Debt Service.

FY 2002-03 PROPERTY TAX LEVY
Primary, Debt Service, Flood Control District and Library District Levies

Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Property Tax Levy	SRP Payments in Lieu (PILT)	Total Tax Levy & PILT
MARICOPA COUNTY PRIMARY:								
FY 2002-03 Final	$ 22,955,864,882	$ 445,216,494	$ 23,401,081,376	$ 2,340,108	$ 1.2108	$ 277,949,612	$ 5,390,681	$ 283,340,293
FY 2001-02 Final	$ 21,355,326,477	$ 458,941,459	$ 21,814,267,936	$ 2,181,427	$ 1.1832	$ 252,676,223	$ 5,430,195	$ 258,106,418
Variance	*$ 1,600,538,405*	*$ (13,724,965)*	*$ 1,586,813,440*	*$ 158,681*	*$ 0.0276*	*$ 25,273,389*	*$ (39,514)*	*$ 25,233,875*
MARICOPA COUNTY DEBT SERVICE SECONDARY:								
FY 2002-03 Final	$ 24,457,047,282	$ 445,216,494	$ 24,902,263,776	$ 2,490,226	$ 0.0800	$ 19,565,638	$ 356,173	$ 19,921,811
FY 2001-02 Final	$ 22,913,134,480	$ 458,941,459	$ 23,372,075,939	$ 2,337,208	$ 0.0876	$ 20,071,906	$ 402,033	$ 20,473,939
Variance	*$ 1,543,912,802*	*$ (13,724,965)*	*$ 1,530,187,837*	*$ 153,018*	*$ (0.0076)*	*$ (506,268)*	*$ (45,860)*	*$ (552,128)*
FLOOD CONTROL DISTRICT:								
FY 2002-03 Final	$ 21,174,168,674	$ 64,942,150	$ 21,239,110,824	$ 2,123,911	$ 0.2119	$ 44,868,061	$ 137,612	$ 45,005,673
FY 2001-02 Final	$ 19,544,068,975	$ 66,230,009	$ 19,610,298,984	$ 1,961,030	$ 0.2319	$ 45,322,696	$ 153,587	$ 45,476,283
Variance	*$ 1,630,099,699*	*$ (1,287,859)*	*$ 1,628,811,840*	*$ 162,881*	*$ (0.0200)*	*$ (454,635)*	*$ (15,975)*	*$ (470,610)*
LIBRARY DISTRICT:								
FY 2002-03 Final	$ 24,457,047,282	$ 445,216,494	$ 24,902,263,776	$ 2,490,226	$ 0.0421	$ 10,296,417	$ 187,436	$ 10,483,853
FY 2001-02 Final	$ 22,913,134,480	$ 458,941,459	$ 23,372,075,939	$ 2,337,208	$ 0.0421	$ 9,646,430	$ 193,214	$ 9,839,644
Variance	*$ 1,543,912,802*	*$ (13,724,965)*	*$ 1,530,187,837*	*$ 153,018*	*$ -*	*$ 649,987*	*$ (5,778)*	*$ 644,209*
GRAND TOTALS:								
FY 2002-03 Final					$ 1.5448	$ 352,679,728	$ 6,071,902	$ 358,751,630
FY 2001-02 Final					$ 1.5448	$ 327,717,255	$ 6,179,029	$ 333,896,284
Variance					*$ -*	*$ 24,962,473*	*$ (107,127)*	*$ 24,855,346*
					0.0%	8.3%	-1.6%	8.0%

Levy Limit and Truth-In-Taxation Comparisons

PRELIMINARY FY 2002-03 LEVY VS. TRUTH-IN-TAXATION LEVY		
Current NAV Subject to Taxation in Prior Year	$	21,667,900,580
FY 2001-02 Primary Levy	$	252,676,223
FY 2002-03 Truth-in-Taxation Rate	$	1.1661
FY 2002-03 Current Net Assessed Value	$	22,955,864,882
FY 2002-03 Truth-in-Taxation Levy	**$**	**267,688,340**
FY 2002-03 Preliminary Primary Levy (excluding SRP)	$	277,949,612
FY 2002-03 Preliminary Primary Rate	$	1.2108
Amount Under/(Over) Truth-in-Taxation Levy	$	(10,261,272)
Amount Under/(Over) Truth-in-Taxation Rate	$	(0.0447)
Truth-in-Taxation Assessment on a $100,000 Home:	$	116.61
Recommended Primary Levy on a $100,000 Home:	$	121.08
(Increase)/Decrease	$	(4.47)
		-3.8%
Impact of Overall Rate on a $100,000 home:		
FY 2001-02	$	154.48
FY 2002-03	$	154.48
Net Impact on Taxpayer	$	-
		0.0%

PRELIMINARY LEVY VS. FY 2002-03 LIMIT		
FY 2002-03 Adjusted Allowable Levy Limit	$	296,291,348
Maximum Rate	*$*	*1.2907*
FY 2002-03 Preliminary Primary Levy (excluding SRP):	$	277,949,612
Primary Levy Rate	*$*	*1.2108*
Amount Under/(Over) Limit:	$	18,341,736
	$	*0.0799*

Beginning Fund Balance and Variance Commentary

The following schedule lists the estimated beginning fund balances, projected revenues, expenditures and appropriated fund balance for the upcoming fiscal year, and resulting estimated fund balances at the end of FY 2002-03. "Beginning Fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. For budgeting purposes, fund balances are Unreserved/Undesignated, which means that estimated unreserved fund balances are reduced by amounts designated for other purposes. A list of fund balance designations is provided in the following section.

The process for estimating all beginning fund balances for FY 2002-03 fiscal year begins with audited actual fund balance information at the end of FY 2000-01, as presented in the Maricopa County Comprehensive Annual Financial Report (CAFR). For governmental funds, which include the General Fund as well as special revenue, debt service and capital project funds, the "unreserved fund balance" is used. For proprietary funds, "expendable fund balance" is calculated as:

Current assets less **amounts held for contractual obligations** less **current liabilities**.

This measure provides a more accurate estimation of the resources that can be appropriated from these types of funds than "unreserved fund equity", which includes the net value of property, plant, and equipment as well as long-term liabilities.

Several funds are projected to have deficit fund balances at the end of FY 2002-03, as follows:

Detention Capital Projects (Fund 455): The Detention Capital Projects fund is used to account for proceeds of the Jail Excise Tax, approved by County voters in 1998, that are applied toward the jail and juvenile detention capital improvement program. The Jail Excise Tax will expire after nine years or $900 million in collections. As previously anticipated, during FY 2002-03 capital improvement spending will exceed forecasted tax collections, but the shortfall will be made up in the following fiscal year as the capital projects are completed. As a result, the Detention Capital Projects Fund will end FY 2002-03 in a deficit. The deficit will be covered by an inter-fund loan from the County Improvement Debt fund (320), which has an accumulated balance from transfers from the General Fund that is sufficient to cover full repayment of the debt issue, but most of which will not be required until after FY 2003-04. Interest charges will be assessed from the Detention Capital Projects fund.

Maricopa Medical Center (Fund 535): The Maricopa Medical Center is part of the Maricopa Integrated Health System (MIHS), which includes the Maricopa Health Plan (fund 541), ALTCS (fund 551), Non-AHCCCS Health Plans (fund 561), and Senior Select (fund 566). The Medical Center and Senior Select funds routinely incur operating deficits, which are offset by operating income in the other three funds. Accumulated net income is eventually transferred from the plan funds to the Medical Center and Senior Select funds to cover their fund deficits. However, contractual obligations with the State's Arizona Health Care Cost Containment System (AHCCCS) effectively do not allow current-year net income from the Maricopa Health Plan and ALTCS plans to be transferred in this manner. As a result the Medical Center fund will end FY 2002-03 with a deficit, but the balances in the other MIHS funds that will be transferred in the following fiscal year will offset the deficit.

Equipment Services (Fund 654): The Equipment Services internal service fund has incurred a fund deficit because FY 2001-02 expenditures have exceeded revenue from other County departments and funds. The Equipment Services Department has implemented corrective actions that have reduced the fund deficit in the second half of FY 2001-02, and will continue to reduce the deficit in FY 2002-03. The deficit will be eliminated during FY 2003-04.

Beginning Fund Balance and Variance Commentary (Continued)

Risk Management (Fund 675): The projected deficit in the Risk Management fund is due to actuarially estimated claims liabilities. Risk Management charges to other funds for FY 2002-03 are sufficient to cover actuarially determined claim estimates projected to be paid during the fiscal year, consistent with the established plan for funding Risk Management. The funding plan provides for an ending cash balance equal to next fiscal year's paid losses and claims-related expenses (see Risk Management Variance Commentary).

CONSOLIDATED SUMMARY OF ESTIMATED FUND BALANCES
FY 2002-03 Adopted Budget

Fund:	Beginning Unreserved/ Undesignated Fund Balance	Revenues & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance
GENERAL FUND	**$ 73,444,803**	**$ 891,458,634**	**$ 870,342,483**	**$ 94,560,954**	**$ -**
SPECIAL REVENUE FUNDS:					
201 ADULT PROBATION FEES	$ 993,309	$ 8,687,839	$ 8,687,839	$ -	$ 993,309
203 SHERIFF DONATIONS	15,498	16,400	16,400	-	15,498
204 JUSTICE CT JUDICIAL ENHANCEMNT	608,172	552,219	759,873	-	400,518
205 COURT DOCUMENT RETRIEVAL	516,811	1,127,929	1,507,254	-	137,486
207 PALO VERDE	68,143	201,313	237,335	-	32,121
208 JUDICIAL ENHANCEMENT	611,259	1,361,279	1,852,990	-	119,548
209 PUBLIC DEFENDER TRAINING	130,362	404,842	404,842	-	130,362
210 WASTE MANAGEMENT	265,402	3,671,068	3,906,314	-	30,156
211 ADULT PROBATION GRANTS	(1)	33,285,728	33,285,728	-	(1)
213 COUNTY ATTORNEY RICO	-	1,300,000	1,300,000	-	-
215 EMERGENCY MANAGEMENT	413,811	465,346	849,447	-	29,710
216 CLERK OF THE COURT GRANTS	-	1,668,421	1,668,421	-	-
217 CDBG, HOUSING TRUST	-	15,861,375	15,861,375	-	-
218 CLERK OF COURT FILL THE GAP	-	1,800,000	1,800,000	-	-
219 COUNTY ATTORNEY GRANTS	-	4,859,485	4,859,485	-	-
220 DIVERSION	1,982,201	830,000	1,000,000	-	1,812,201
221 COUNTY ATTORNEY FILL THE GAP	-	442,216	442,216	-	-
222 HUMAN SERVICES GRANTS	-	29,599,739	29,599,739	-	-
223 TRANSPORTATION GRANTS	-	682,000	682,000	-	-
225 SPUR CROSS RANCH CONSERVATION	47,248	417,600	415,553	-	49,295
226 PLANNING AND DEVELOPMENT FEES	7,288,442	8,315,000	8,339,004	-	7,264,438
227 JUVENILE COURT GRANTS	-	17,852,661	17,852,661	-	-
228 JUVENILE COURT SPECIAL FEES	587,732	901,479	1,154,482	-	334,729
229 JUVENILE RESTITUTION FUND	11,581	50,000	50,000	-	11,581
230 PARKS & REC. GRANTS	288,535	128,391	416,926	-	-
232 TRANSPORTATION OPERATIONS	13,525,279	88,396,888	100,540,927	-	1,381,240
233 PUBLIC DEFENDER GRANTS	-	405,511	405,511	-	-
235 PLANNING & DEVELOPMENT GRANTS	15,953	175,000	133,864	-	57,089
236 RECORDER'S SURCHARGE	2,153,591	3,644,388	4,745,524	-	1,052,455
238 SUPERIOR COURT GRANTS	-	1,356,000	1,356,000	-	-
239 PARKS SOUVENIR FUND	30,279	35,000	21,000	-	44,279
240 LAKE PLEASANT RECREATION SVCS	3,895,934	1,482,000	4,090,768	-	1,287,166
241 PARKS ENHANCEMENT FUND	964,543	1,984,876	2,415,885	-	533,534
242 LIBRARY DISTRICT GRANTS	-	25,000	25,000	-	-
243 PARKS DONATIONS FUND	613,393	372,000	331,500	-	653,893
244 LIBRARY DISTRICT	5,269,839	11,049,969	12,577,743	-	3,742,065
245 JUSTICE COURT ENHANCEMENT	143,570	466,234	463,900	-	145,904
246 JUSTICE COURTS GRANTS	-	251,500	251,500	-	-
248 SAIL GRANTS	-	1,812,463	1,812,463	-	-
249 GENERAL GOVERNMENT GRANTS	-	17,766,301	17,766,301	-	-
250 COUNTY STADIUM DISTRICT	4,140,222	300,000	109,371	-	4,330,851
251 SHERIFF GRANTS	-	6,706,367	6,706,367	-	-
252 INMATE SERVICES	2,207,007	8,565,140	8,550,688	-	2,221,459
253 MLB STADIUM OPERATION	3,124,541	4,150,701	3,464,807	-	3,810,435
254 INMATE HEALTH SERVICES	100,000	56,800	156,800	-	-
255 DETENTION OPERATIONS	24,545,729	237,072,181	135,376,319	125,844,378	397,213
256 PROBATE FEES	157,894	388,576	388,576	-	157,894
257 CONCILIATION COURT FEES	385,383	1,556,639	1,556,640	-	385,382
258 COURT AUTOMATED SERVICES	188,672	730,976	784,140	-	135,508
259 SUPERIOR COURT SPECIAL REVENUE	907,155	3,206,998	3,193,356	-	920,797
260 RESEARCH & REPORTING	243,638	440,000	446,622	-	237,016
261 LAW LIBRARY FEES	345,516	804,510	800,000	-	350,026

Beginning Fund Balance and Variance Commentary (Continued)

Fund:	Beginning Unreserved/ Undesignated Fund Balance	Revenues & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance
262 PUBLIC DEFENDER FILL THE GAP	-	815,868	815,868	-	-
263 LEGAL DEFENDER FILL THE GAP	-	40,000	40,000	-	-
264 SUPERIOR COURT FILL THE GAP	-	958,040	958,040	-	-
265 PUBLIC HEALTH FEES	1,287,552	2,804,768	3,082,585	-	1,009,735
266 CHECK ENFORCEMENT PROGRAM	228,848	665,121	718,491	-	175,478
267 CRIM JUSTICE ENHANCEMENT	407,275	1,800,000	1,800,000	-	407,275
268 VICTIM COMP AND ASSISTANCE	91,144	57,309	75,000	-	73,453
269 VICTIM COMP RESTITUTION INT	216,772	75,437	200,000	-	92,209
270 CHILD SUPPORT ENHANCEMENT	192,051	65,500	192,875	-	64,676
271 EXPEDITED CHILD SUPPORT	358,359	399,569	399,569	-	358,359
272 CHILD SUPPORT AUTOMATION	12,894	2,000	14,894	-	-
273 VICTIM LOCATION	81,670	16,161	40,714	-	57,117
274 CLERK OF THE COURT EDMS	44,309	1,400,000	1,400,000	-	44,309
275 JUVENILE PROBATION DIVERSION	244,307	268,425	342,425	-	170,307
280 OLD COURTHOUSE RESTORATION	6,140	10,000	10,000	-	6,140
281 CHILDREN'S ISSUES EDUCATION	25,637	20,000	20,000	-	25,637
282 DOM REL MEDIATION EDUCATION	254,639	142,599	124,689	-	272,549
290 WASTE TIRE	3,809,755	3,440,050	3,472,515	-	3,777,290
292 CORRECTIONAL HEALTH GRANT	-	1,047,152	1,047,152	-	-
295 HOUSING GRANTS	-	11,435,849	11,435,849	-	-
504 AIR QUALITY FEES	3,876,897	5,438,000	6,313,697	-	3,001,200
505 ENVIRONMENTAL SERVICES GRANT	-	3,719,080	3,719,080	-	-
506 ENVIRONMTL SVCS ENV HEALTH	2,706,520	8,280,766	9,678,328	-	1,308,958
532 PUBLIC HEALTH GRANTS	-	34,457,948	34,457,948	-	-
572 ANIMAL CONTROL LICENSE/SHELTER	1,005,956	5,897,234	6,700,083	-	203,107
574 ANIMAL CONTROL FIELD OPERATION	(1,520,714)	3,866,520	2,345,805	-	1
748 JUROR IMPROVEMENT	250	200,000	200,000	-	250
991 FLOOD CONTROL	8,809,114	71,031,854	70,807,750	-	9,033,218
SPECIAL REVENUE	**$ 98,926,018**	**$ 686,039,598**	**$ 604,847,514**	**$ 126,831,677**	**$ 53,286,425**
DEBT SERVICE FUNDS:					
312 BOND-DEBT SERVICING	925,030	21,601,420	21,347,350	-	1,179,100
320 COUNTY IMPROVEMENT DEBT	103,445,811	6,766,188	18,293,455	-	91,918,544
370 STADIUM DIST DEBT SERIES02	-	5,600,800	4,240,094	-	1,360,706
375 STADIUM DEBT SERVICES-PEORIA	1,736	-	-	-	1,736
DEBT SERVICE	**$ 104,372,577**	**$ 33,968,408**	**$ 43,880,899**	**$ -**	**$ 94,460,086**
CAPITAL PROJECT FUNDS:					
234 TRANSPORTATION CAPITAL PROJECT	223,620	84,578,721	84,306,743	-	495,598
410 STADIUM DISTRICT CONSTRUCTION	3,848	1,000,000	1,000,000	-	3,848
422 INTERGOVERNMENTAL CAP PROJ	164,699	27,865,139	21,915,097	-	6,114,741
435 COUNTY IMPROVEMENT FUND	52,720,398	36,590,000	88,867,183	-	443,215
440 LIBRARY DIST CAPITAL PROJECTS	-	1,102,200	1,102,200	-	-
450 LONG TERM PROJECT RESERVE	6,320,541	1,734,018	3,000	-	8,051,559
455 DETENTION CAPITAL PROJECTS	59,888,864	98,138,712	252,006,606	-	(93,979,030)
990 FLOOD CONTROL CAPITAL PROJECTS	178,414	49,000,000	48,704,497	-	473,917
CAPITAL PROJECTS	**$ 119,500,384**	**$ 300,008,790**	**$ 497,905,326**	**$ -**	**$ (78,396,152)**
ENTERPRISE FUNDS:					
535 HEALTHCARE DELIVERY SYSTEM	(23,625,571)	398,331,106	399,029,048	-	(24,323,513)
541 HEALTH PLAN	8,691,974	103,910,621	104,605,320	-	7,997,275
551 LONG TERM CARE PLAN	13,237,728	251,854,360	251,055,472	-	14,036,616
561 HEALTH SELECT	1,687,326	12,306,999	10,057,680	-	3,936,645
566 SENIOR SELECT PLAN	35,310	61,854,439	61,889,749	-	-
580 SOLID WASTE MANAGEMENT	7,949,222	840,648	699,064	-	8,090,806
ENTERPRISE	**$ 7,975,989**	**$ 829,098,173**	**$ 827,336,333**	**$ -**	**$ 9,737,829**
INTERNAL SERVICE FUNDS:					
652 ENVIRONMENTAL CLEANUP	1,617,677	120,000	609,127	-	1,128,550
654 EQUIPMENT SERVICES	(440,255)	9,200,000	8,923,046	-	(163,301)
673 REPROGRAPHICS	231,319	903,775	860,803	-	274,291
675 RISK MANAGEMENT	(4,751,045)	24,380,384	22,789,256	-	(3,159,917)
681 TELECOMMUNICATIONS	(17,725)	13,201,539	12,875,220	-	308,594
685 BENEFITS TRUST	3,436,733	6,833,576	7,928,576	-	2,341,733
INTERNAL SERVICE	**$ 76,704**	**$ 54,639,274**	**$ 53,986,028**	**$ -**	**$ 729,950**
ELIMINATIONS	**$ -**	**$ (654,775,524)**	**$ (654,775,524)**	**$ -**	**$ -**
TOTAL	**$ 404,296,475**	**$ 2,140,437,353**	**$ 2,464,915,690**	**$ 221,392,631**	**$ 79,818,138**

Beginning Fund Balance and Variance Commentary (Continued)

Explanation of Year-to-Year Decreases in Fund Balances

Summary:

The FY 2002-03 Adopted Budget contains a number of one-time expenditures from fund balances associated with technology purchases, capital projects, start-up materials, and equipment purchases. The Budget also includes several one-time fund transfers, which essentially transfer fund balances to capital projects funds for construction and maintenance. In one instance, the budget contains a one-time reduction in revenue associated with the Benefits Trust fund.

Detail:

Fund 204: One-time capital purchases for video arraignment and digital recording equipment for the Justice Courts.

Fund 205: One-time expenses associated with facility infrastructure and technology related to the file tracking system, electronic imaging, and common case number conversion for the Clerk of the Court.

Fund 208: One-time expenses associated with Exhibits Tracking Systems Integration, Electronic Document Management System Project Startup and implementation, Reimbursement Fines Restitution System evaluation, Minute Entries Electronic Distribution System enhancements, Trust System, and Debit/Credit Card System for the Clerk of the Court.

Fund 210: Accumulated fund balance in the Waste Management fund will be spent down on a variety of one-time community projects.

Fund 215: Reimbursement payments from the Federal Government to Emergency Management are based on the Federal fiscal year – balance carried forward results from the difference in fiscal years.

Fund 220: One-time expenses associated with the Drug Diversion Media Campaign for the County Attorney.

Fund 228: One-time expenses associated with training, Juvenile Intensive Probation Supervision Dispatch, Temporary Pay, and Grant Supplies for Juvenile Probation.

Fund 232: Increase in amount transferred to Capital Projects Fund for Transportation.

Fund 236: One-time expenses associated with Ingeo Software for Digital Recording, Database Document Software, and Microsoft Enterprise Agreement Renewal for the Recorder.

Fund 240: One-time expenses associated with improvements to the Lake Pleasant Regional Park. The funding has been provided through an agreement with the Bureau of Reclamation with Parks and Recreation and is earmarked for approved improvement projects to the park.

Fund 241: One-time capital and equipment expenses associated with the San Tan Mountains Regional Park for Parks & Recreation.

Fund 244: One-time expenses associated with operating costs for the Northwest Regional Library (operational costs will be funded by the City of Surprise via an IGA in the future), and a transfer to the Capital Improvement Fund to cover a portion of the cost of a proposed New Library Administrative Building for the Library District.

Beginning Fund Balance and Variance Commentary (Continued)

Fund 254: One-time expenses associated with the outsourcing or automation of Correctional Health Services' existing pharmaceutical function in the Sheriff's Office budget.

Fund 255: Increase in amount transferred to Capital Projects Fund in General Government.

Fund 265: One-time expenses associated with a contract employee and consultant to help the department comply with federal mandates, and the development of a surveillance system in area hospitals and urgent care centers in Public Health.

Fund 269: One-time expenses associated with victim restitution for the County Attorney.

Fund 504: One-time expenses associated with vehicle replacement, an information technology consultant, and a transfer to the Capital Projects Fund in Environmental Services.

Fund 506: One-time expenses associated with vehicle replacement, an information technology consultant, and a transfer to the Capital Projects Fund for Environmental Services.

Fund 572: One-time transfer to fund 574 to balance fund for Animal Care and Control Services.

Fund 320: Accumulated fund balance from General Fund operating transfers will be expended as planned on debt service payments used to support the "pay as you go" capital improvement program.

Fund 435: One-time expenses associated with capital projects.

Fund 652: One-time expenses associated with consultations, property surveys, environmental remediation, and hazardous materials emergency responses (in the event that recoveries do not materialize as anticipated) for Risk Management.

Fund 685: Reflects a one-time revenue decrease and a one-time expense associated with the settlement of a contract issue for Total Compensation.

Beginning Fund Balance and Variance Commentary (Continued)

Fund Designations

The following schedule lists amounts designated within the estimated balances of various funds. Designations are the County's and Districts' self-imposed limitations on financial resources that would otherwise be available for use. The major fund balance designation is for budget stabilization. For the County General Fund, this includes an amount designated to cover cash shortfalls during the fiscal year due to the property tax collection cycle, as well as amounts set aside to cover potential worst-case scenarios in regard to the Maricopa Integrated Health System. Budget stabilization amounts related to cash flow due to the property tax collection cycle are also designated for the Flood Control and Library District operating funds, which are supported by their own secondary property tax levies. In addition to budget stabilization, an amount is designated within the County General Fund for capital improvement project spending that is included in the approved five-year Capital Improvement Program, but which will not occur until after FY 2002-03.

FY 2002-03 Fund Balance Designations

Fund/Designation	FY 2001-02	FY 2002-03	(Inc.)/Dec.	
General Fund (Fund 100)				
Budget Stabilization:				
Cash Flow/Property Tax	$ 76,000,000	$ 93,000,000	$ (17,000,000)	(1)
MIHS Accounts Receivable	-	13,000,000	(13,000,000)	(2)
MIHS Potential Losses	-	40,000,000	(40,000,000)	(3)
Subtotal - Budget Stabilization	$ 76,000,000	$ 146,000,000	$ (70,000,000)	
Approved Capital Projects/County Improvements Fund (Fund 435)	$ -	$ 4,500,000	$ (4,500,000)	(4)
Totals	$ 76,000,000	$ 150,500,000	$ (74,500,000)	
Flood Control District (Fund 991)				
Budget Stabilization:				
Cash Flow/Property Tax	$ -	$ 8,000,000	$ (8,000,000)	(1)
Library District (Fund 244)				
Budget Stabilization:				
Cash Flow/Property Tax	$ -	$ 1,700,000	$ (1,700,000)	(1)

(1) Based on estimate provided by the Department of Finance of the amount to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations.
(2) Amount need to cover Maricopa Integrated Health System losses due to a potential write-down of accounts receivable, under worst-case projections.
(3) Amount needed to subsidize potential operating losses in the Maricopa Integrated Health System above and beyond losses due to a write-down of accounts receivable, based on worst-case projections.
(4) Amount need to fund "pay as you go" capital projects in addition to amounts already on hand from Certificates of Participation, for which funds for repayment are reserved in the County Improvement Debt Fund (Fund 320).

Expenditure Limitation

Maricopa County expenditures are subject to limitation according to Article 9, Section 20 of the Arizona Constitution. The expenditure limitation is calculated annually by the Economic Estimates Commission based on Maricopa County's actual expenditures in FY 1979-80, with base adjustments approved by County voters or by the Legislature. The Commission increases the base to reflect changes in population and in inflation, as measured by the Gross Domestic Product Price Deflator. The normal annual expenditure limitation for Maricopa County will be further adjusted for FY 2002-03 for Disproportionate Share payments to the Maricopa Medical Center.

Expenditures from "local revenues" are subject to limitation. Generally, local revenues include taxes, fees, and fines assessed by the County, but exclude revenues from intergovernmental payments, grants, proceeds of debt, and interest earnings. Maricopa County's expenditures subject to limitation are certified by the State Auditor General, and published in an annual expenditure limitation report. When actual expenditures subject to limitation are less than the limitation, the excess capacity can be carried forward to future fiscal years. For this reason, actual expenditures are reported as $1 less than the limitation.

Expenditure Limitation		
FY 2002-03 Expenditure Limitation	$	789,987,771
Est. Adjustment for Disproportionate Share Payments		(105,949,525)
FY 2002-03 Adjusted Limitation	$	684,038,246
FY 2002-03 Expenditures Subject to Limitation	$	684,038,245
Expenditures (Over)/Under Limitation	$	1

Consolidated Expenditures by Fund Type / Department / Fund

CONSOLIDATED EXPENDITURES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
TOTAL FUNDS								
JUDICIAL BRANCH								
110 ADULT PROBATION	$ 51,066,332	$ 59,406,032	$ 59,365,876	$ 53,658,439	$ 54,244,418	$ 56,184,531	$ 3,181,345	5%
240 JUSTICE COURTS	15,863,792	16,684,734	17,168,986	16,295,566	17,630,762	17,186,197	(17,211)	0%
270 JUVENILE PROBATION	37,515,842	40,635,850	44,439,962	38,433,308	47,343,012	46,572,310	(2,132,348)	-5%
380 SUPERIOR COURT	47,292,003	51,833,661	51,948,450	50,256,874	52,514,268	51,352,888	595,562	1%
Subtotal	$ 151,737,969	$ 168,560,277	$ 172,923,274	$ 158,644,187	$ 171,732,460	$ 171,295,926	$ 1,627,348	1%
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1	$ 221,603	$ 232,745	$ 232,745	$ 224,342	$ 237,365	$ 237,365	$ (4,620)	-2%
020 BOARD OF SUPERVISORS DIST 2	204,489	232,745	232,745	209,379	237,365	237,365	(4,620)	-2%
030 BOARD OF SUPERVISORS DIST 3	208,811	232,745	232,745	217,290	237,365	237,365	(4,620)	-2%
040 BOARD OF SUPERVISORS DIST 4	203,671	232,745	232,745	207,919	237,365	237,365	(4,620)	-2%
050 BOARD OF SUPERVISORS DIST 5	218,097	232,745	232,745	224,537	237,365	237,365	(4,620)	-2%
120 ASSESSOR	14,354,297	14,453,030	14,453,030	14,482,021	14,716,557	14,791,846	(338,816)	-2%
140 CALL CENTER	1,221,730	1,281,308	1,301,396	1,252,766	1,327,959	1,323,313	(21,917)	-2%
160 CLERK OF THE SUPERIOR COURT	23,735,924	28,084,664	28,359,904	26,225,675	29,235,902	29,531,122	(1,171,218)	-4%
190 COUNTY ATTORNEY	49,170,912	50,658,062	51,683,658	49,386,365	52,035,935	51,074,918	608,740	1%
210 ELECTIONS	9,978,332	6,069,510	6,069,510	5,963,585	10,376,212	10,135,373	(4,065,863)	-67%
250 CONSTABLES	1,482,054	1,541,266	1,531,166	1,517,989	1,561,948	1,573,243	(42,077)	-3%
320 COUNTY COUNSEL	(116,303)	1,640,192	1,688,412	1,551,957	1,863,610	1,672,481	15,931	1%
360 RECORDER	5,480,442	7,136,352	7,136,352	6,154,421	6,652,910	6,616,478	519,874	7%
370 SUPERINTENDENT OF SCHOOLS	1,573,130	1,637,442	1,650,154	1,426,911	1,682,124	1,651,193	(1,039)	0%
430 TREASURER	3,475,408	3,735,313	3,697,960	3,425,336	3,757,836	3,678,416	19,544	1%
500 SHERIFF	61,827,743	60,217,907	65,426,503	61,512,108	66,512,913	63,809,367	1,617,136	2%
510 SHERIFF DETENTION	66,358,388	70,361,519	70,728,596	71,946,293	88,862,186	76,420,529	(5,691,933)	-8%
Subtotal	$ 239,598,728	$ 247,980,290	$ 254,890,366	$ 245,928,894	$ 279,772,917	$ 263,465,104	$ (8,574,738)	-3%
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	$ 414,580	$ 528,574	$ 491,574	$ 455,569	$ 496,686	$ 496,686	$ (5,112)	-1%
150 EMERGENCY MANAGEMENT	815,380	1,005,875	1,005,875	927,971	1,184,923	1,163,890	(158,015)	-16%
170 COMMUNITY DEVELOPMENT	7,862,318	15,871,627	15,871,627	11,627,114	15,861,375	15,861,375	10,252	0%
180 FINANCE	1,881,276	2,352,408	2,268,052	1,924,119	2,277,509	2,289,162	(21,110)	-1%
200 COUNTY ADMINISTRATIVE OFFICER	1,172,121	1,455,275	1,424,020	1,238,341	1,365,656	1,458,476	(34,456)	-2%
220 HUMAN SERVICES	26,649,928	28,283,047	28,283,047	28,314,735	30,998,282	30,866,842	(2,583,795)	-9%
230 INTERNAL AUDIT	842,862	994,722	987,222	975,863	1,003,030	1,014,158	(26,936)	-3%
260 CORRECTIONAL HEALTH	18,444,456	16,882,464	17,366,711	17,416,849	19,814,513	20,009,260	(2,642,549)	-15%
280 MEDICAL ELIGIBILITY	11,152,985	11,474,510	3,152,488	3,149,035	-	-	3,152,488	100%
290 MEDICAL EXAMINER	3,392,903	3,693,196	3,752,627	3,472,800	3,890,591	3,888,275	(135,648)	-4%
300 PARKS & RECREATION	5,419,971	11,521,578	11,255,998	8,650,887	9,214,353	9,432,036	1,823,962	16%
310 HUMAN RESOURCES	3,390,081	3,736,400	3,643,100	3,549,380	3,740,533	3,844,842	(201,742)	-6%
340 PUBLIC FIDUCIARY	1,703,933	1,808,600	1,793,600	1,794,080	1,823,273	1,820,125	(26,525)	-1%
350 TOTAL COMPENSATION	4,005,465	7,156,201	8,385,598	7,446,598	9,184,803	8,973,067	(587,469)	-7%
390 HEALTH CARE MANDATES	211,706,179	223,984,503	263,041,442	265,538,401	271,482,837	347,748,310	(84,706,868)	-32%
400 CRIMINAL JUSTICE FACILITY DEV	51,548,659	230,637,353	230,608,218	176,608,429	240,194,041	249,325,795	(18,717,577)	-8%
410 CHIEF INFORMATION OFFICER	5,175,468	5,423,007	5,268,518	5,117,416	5,310,839	5,263,577	4,941	0%
420 INTEGRATED CRIMINAL JUST INFO	1,955,612	4,682,763	4,522,101	4,331,182	4,662,643	4,541,898	(19,797)	0%
440 PLANNING & DEVELOPMENT	6,856,925	7,028,230	6,915,830	6,712,639	6,991,271	8,472,868	(1,557,038)	-23%
460 RESEARCH & REPORTING	437,512	501,900	501,900	411,313	505,966	446,622	55,278	11%
470 GENERAL GOVERNMENT	358,879,226	301,223,115	291,478,382	223,671,619	246,519,228	383,767,029	(92,288,647)	-32%
480 APPROPRIATED FUND BALANCE	100,886,402	201,515,068	201,886,617	101,149,975	115,938,835	220,405,332	(18,518,715)	-9%
490 MANAGEMENT & BUDGET	1,372,435	1,690,749	1,570,749	1,556,107	1,587,360	1,587,360	(16,611)	-1%
520 PUBLIC DEFENDER	24,535,623	27,206,028	27,994,693	28,393,175	28,810,993	28,788,065	(793,372)	-3%
540 LEGAL DEFENDER	4,160,142	4,712,263	4,835,294	4,810,789	4,899,052	5,077,933	(242,639)	-5%
550 LEGAL ADVOCATE	2,155,534	2,844,347	3,694,276	3,248,691	3,864,616	3,843,681	(149,405)	-4%
560 CONTRACT COUNSEL	9,798,668	6,327,008	5,533,466	7,503,463	5,433,718	5,411,936	121,530	2%
600 HEALTH PLANS	392,624,442	424,642,202	424,610,914	441,058,377	427,049,694	429,420,684	(4,809,770)	-1%
640 TRANSPORTATION	113,738,688	152,159,810	152,159,810	143,505,392	185,529,663	185,529,670	(33,369,860)	-22%
660 HOUSING	16,501,035	11,429,508	11,429,508	11,429,507	11,435,848	11,435,849	(6,341)	0%
670 SOLID WASTE	4,328,668	4,707,815	4,611,104	3,026,239	3,753,794	4,171,579	439,525	10%
700 FACILITIES MANAGEMENT	21,326,682	23,544,869	23,457,824	22,712,427	26,582,429	26,370,075	(2,912,251)	-12%
730 MATERIALS MANAGEMENT	2,015,126	2,221,003	2,164,649	2,175,465	2,234,694	2,241,787	(77,138)	-4%
740 EQUIPMENT SERVICES	9,451,951	9,421,424	9,379,529	8,708,367	9,034,898	8,923,046	456,483	5%
750 RISK MANAGEMENT	16,318,865	19,051,516	18,848,902	19,233,202	23,430,820	23,398,383	(4,549,481)	-24%
760 TELECOMMUNICATIONS	12,543,939	11,930,097	11,390,097	13,723,115	10,989,699	12,875,220	(1,485,123)	-13%
790 ANIMAL CARE & CONTROL	6,764,980	6,718,245	6,987,627	6,908,306	7,332,508	9,349,929	(2,362,302)	-34%
860 PUBLIC HEALTH	35,428,677	44,579,837	52,659,802	39,123,714	43,288,858	43,903,415	8,756,387	17%
880 ENVIRONMENTAL SERVICES	16,678,574	21,313,083	22,362,184	17,581,114	20,291,032	20,448,437	1,913,747	9%
900 HEALTH CARE DELIVERY SYSTEM	276,054,802	269,005,582	314,901,082	310,490,320	348,182,793	399,029,048	(84,127,966)	-27%
980 ELIMINATIONS	-	(498,899,287)	(547,869,307)	(472,906,550)	(507,051,350)	(602,949,306)	55,079,999	10%
Subtotal	$ 1,790,393,074	$ 1,626,366,515	$ 1,654,626,750	$ 1,486,765,535	$ 1,649,142,306	$ 1,939,946,416	$ (285,319,666)	-17%
MARICOPA COUNTY	$ 2,181,729,771	$ 2,042,907,082	$ 2,082,440,390	$ 1,891,338,616	$ 2,100,647,683	$ 2,374,707,446	$ (292,267,056)	-14%
FLOOD CONTROL DISTRICT	$ 79,750,682	$ 80,081,712	$ 79,574,912	$ 69,608,969	$ 71,186,231	$ 70,512,247	$ 9,062,665	11%
LIBRARY DISTRICT	$ 9,277,831	$ 10,496,279	$ 10,820,031	$ 10,006,989	$ 12,693,085	$ 12,602,743	$ (1,782,712)	-16%
STADIUM DISTRICT	$ 15,624,583	$ 10,292,457	$ 22,568,947	$ 20,992,533	$ 8,520,058	$ 7,093,254	$ 15,475,693	69%
MARICOPA COUNTY & DISTRICTS	$ 2,286,382,866	$ 2,143,777,530	$ 2,195,404,280	$ 1,991,947,107	$ 2,193,047,057	$ 2,464,915,690	$ (269,511,410)	-12%

Consolidated Expenditures by Fund Type / Department / Fund (Continued)

CONSOLIDATED EXPENDITURES BY FUND TYPE/DEPARTMENT/FUND

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
GENERAL FUND								
JUDICIAL BRANCH								
110 ADULT PROBATION	$ 11,619,103	$ 12,134,273	$ 12,094,117	$ 11,803,518	$ 12,333,645	$ 14,210,964	$ (2,116,847)	-18%
240 JUSTICE COURTS	14,876,927	15,494,859	15,766,611	15,309,720	16,228,386	15,710,924	55,687	0%
270 JUVENILE PROBATION	10,577,639	10,956,082	10,917,573	10,532,920	10,986,553	11,608,350	(690,777)	-6%
380 SUPERIOR COURT	39,557,638	41,492,752	41,607,540	41,701,009	42,284,006	41,595,611	11,929	0%
Subtotal	$ 76,631,307	$ 80,077,966	$ 80,385,841	$ 79,347,167	$ 81,832,590	$ 83,125,849	$ (2,740,008)	-3%
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1	$ 221,603	$ 232,745	$ 232,745	$ 224,342	$ 237,365	$ 237,365	$ (4,620)	-2%
020 BOARD OF SUPERVISORS DIST 2	204,489	232,745	232,745	209,379	237,365	237,365	(4,620)	-2%
030 BOARD OF SUPERVISORS DIST 3	208,811	232,745	232,745	217,290	237,365	237,365	(4,620)	-2%
040 BOARD OF SUPERVISORS DIST 4	203,671	232,745	232,745	207,919	237,365	237,365	(4,620)	-2%
050 BOARD OF SUPERVISORS DIST 5	218,097	232,745	232,745	224,537	237,365	237,365	(4,620)	-2%
120 ASSESSOR	14,354,297	14,453,030	14,453,030	14,482,021	14,716,557	14,791,846	(338,816)	-2%
140 CALL CENTER	1,221,730	1,281,308	1,301,396	1,252,766	1,327,959	1,323,313	(21,917)	-2%
160 CLERK OF THE SUPERIOR COURT	19,302,060	19,968,254	20,305,951	19,266,982	21,929,525	21,020,241	(714,290)	-4%
190 COUNTY ATTORNEY	40,235,330	39,743,453	40,589,307	39,309,053	41,064,462	40,679,726	(90,419)	0%
210 ELECTIONS	9,978,332	6,069,510	6,069,510	5,963,585	10,376,212	10,135,373	(4,065,863)	-67%
250 CONSTABLES	1,482,054	1,541,266	1,531,166	1,517,989	1,561,948	1,573,243	(42,077)	-3%
320 COUNTY COUNSEL	(116,303)	1,640,192	1,688,412	1,551,957	1,863,610	1,672,481	15,931	1%
360 RECORDER	1,609,900	1,847,713	1,847,713	1,838,424	1,884,271	1,870,954	(23,241)	-1%
370 SUPERINTENDENT OF SCHOOLS	1,573,130	1,637,442	1,650,154	1,426,911	1,682,124	1,651,193	(1,039)	0%
430 TREASURER	3,475,408	3,735,313	3,697,960	3,425,336	3,757,836	3,678,416	19,544	1%
500 SHERIFF	39,261,814	36,831,132	37,811,831	37,767,028	40,344,302	37,139,909	671,922	2%
Subtotal	$ 133,434,423	$ 129,912,338	$ 132,110,155	$ 128,885,519	$ 141,695,631	$ 136,723,520	$ (4,613,365)	-3%
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	$ 414,580	$ 528,574	$ 491,574	$ 455,569	$ 496,686	$ 496,686	$ (5,112)	-1%
150 EMERGENCY MANAGEMENT	136,354	86,179	86,179	74,257	84,282	77,108	9,071	11%
180 FINANCE	1,881,276	2,352,408	2,268,052	1,924,119	2,277,509	2,289,162	(21,110)	-1%
200 COUNTY ADMINISTRATIVE OFFICER	1,172,121	1,455,275	1,424,020	1,238,341	1,365,656	1,458,476	(34,456)	-2%
220 HUMAN SERVICES	1,310,528	1,307,854	1,307,854	1,286,921	1,312,359	1,267,103	40,751	3%
230 INTERNAL AUDIT	842,862	994,722	987,222	975,863	1,003,030	1,014,158	(26,936)	-3%
280 MEDICAL ELIGIBILITY	11,152,985	11,474,510	3,152,488	3,149,035	-	-	3,152,488	100%
290 MEDICAL EXAMINER	3,392,903	3,693,196	3,752,627	3,472,800	3,890,591	3,888,275	(135,648)	-4%
300 PARKS & RECREATION	1,501,019	1,749,747	1,741,747	1,510,808	2,343,352	1,740,404	1,343	0%
310 HUMAN RESOURCES	3,390,081	3,736,400	3,643,100	3,549,380	3,740,533	3,844,842	(201,742)	-6%
340 PUBLIC FIDUCIARY	1,703,933	1,808,600	1,793,600	1,794,080	1,823,273	1,820,125	(26,525)	-1%
350 TOTAL COMPENSATION	1,039,598	1,094,605	1,141,658	1,090,731	1,168,883	1,044,491	97,167	9%
390 HEALTH CARE MANDATES	211,706,179	222,284,503	261,841,442	264,038,401	270,282,837	345,248,310	(83,406,868)	-32%
410 CHIEF INFORMATION OFFICER	5,175,468	5,423,007	5,268,518	5,117,416	5,310,839	5,263,577	4,941	0%
470 GENERAL GOVERNMENT	144,432,386	172,223,966	164,223,983	142,444,245	177,805,325	202,842,329	(38,618,346)	-24%
480 APPROPRIATED FUND BALANCE	100,886,402	99,768,560	100,795,360	12,916,873	12,521,067	94,560,954	6,234,406	6%
490 MANAGEMENT & BUDGET	1,372,435	1,690,749	1,570,749	1,556,107	1,587,360	1,587,360	(16,611)	-1%
520 PUBLIC DEFENDER	23,218,823	25,706,279	26,433,918	26,439,132	26,861,876	27,216,686	(782,768)	-3%
540 LEGAL DEFENDER	4,122,360	4,628,063	4,751,094	4,734,016	4,819,104	4,997,933	(246,839)	-5%
550 LEGAL ADVOCATE	2,155,534	2,814,661	3,664,590	3,241,271	3,849,774	3,828,839	(164,249)	-4%
560 CONTRACT COUNSEL	9,798,668	6,327,008	5,533,466	7,503,463	5,433,718	5,411,936	121,530	2%
700 FACILITIES MANAGEMENT	21,326,682	23,544,869	23,457,824	22,712,427	26,582,429	26,370,075	(2,912,251)	-12%
730 MATERIALS MANAGEMENT	1,291,013	1,362,142	1,307,871	1,369,448	1,331,448	1,380,984	(73,113)	-6%
790 ANIMAL CARE & CONTROL	228,096	304,041	304,041	304,041	426,357	304,041	-	0%
860 PUBLIC HEALTH	5,317,269	5,872,998	5,947,181	5,836,520	5,988,138	6,362,882	(415,701)	-7%
880 ENVIRONMENTAL SERVICES	677,640	763,914	728,415	713,539	739,799	737,332	(8,917)	-1%
Subtotal	$ 559,647,196	$ 602,996,830	$ 627,618,573	$ 519,448,803	$ 563,046,225	$ 745,054,068	$ (117,435,495)	-19%
MARICOPA COUNTY	$ 769,712,926	$ 812,987,134	$ 840,114,569	$ 727,681,489	$ 786,574,446	$ 964,903,437	$ (124,788,868)	-15%

Consolidated Expenditures by Fund Type / Department / Fund (Continued)

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
SPECIAL REVENUE								
JUDICIAL								
110 ADULT PROBATION								
201 ADULT PROBATION FEES	$ 5,363,674	$ 8,797,825	$ 8,797,825	$ 10,528,269	$ 9,773,741	$ 8,687,839	$ 109,986	1%
211 ADULT PROBATION GRANTS	34,083,555	38,473,934	38,473,934	31,326,652	32,137,032	33,285,728	5,188,206	13%
Dept Total	$ 39,447,229	$ 47,271,759	$ 47,271,759	$ 41,854,921	$ 41,910,773	$ 41,973,567	$ 5,298,192	11%
240 JUSTICE COURTS								
204 JUSTICE CT JUDICIAL ENHANCEMNT	$ 507,302	$ 695,977	$ 672,977	$ 509,566	$ 672,977	$ 759,873	$ (86,896)	-13%
245 JUSTICE COURT ENHANCEMENT	479,563	493,898	463,898	390,567	463,900	463,900	(2)	0%
246 JUSTICE COURTS GRANTS	-	-	265,500	85,713	265,499	251,500	14,000	5%
Dept Total	$ 986,865	$ 1,189,875	$ 1,402,375	$ 985,846	$ 1,402,376	$ 1,475,273	$ (72,898)	-5%
270 JUVENILE PROBATION								
227 JUVENILE COURT GRANTS	$ 13,632,832	$ 14,504,816	$ 18,197,057	$ 13,978,469	$ 18,700,728	$ 17,852,661	$ 344,396	2%
228 JUVENILE COURT SPECIAL FEES	906,838	1,155,887	1,155,887	1,042,661	1,114,526	1,154,482	1,405	0%
229 JUVENILE RESTITUTION FUND	-	50,000	50,000	5,000	50,000	50,000	-	0%
255 DETENTION OPERATIONS	12,137,561	13,089,617	13,239,997	12,326,925	15,412,628	14,784,146	(1,544,149)	-12%
275 JUVENILE PROBATION DIVERSION	260,972	224,905	224,905	197,148	298,329	342,425	(117,520)	-52%
Dept Total	$ 26,938,203	$ 29,025,225	$ 32,867,846	$ 27,550,203	$ 35,576,211	$ 34,183,714	$ (1,315,868)	-4%
380 SUPERIOR COURT								
208 JUDICIAL ENHANCEMENT	$ 613,313	$ 600,000	$ 600,000	$ 538,278	$ 599,999	$ 600,000	$ -	0%
238 SUPERIOR COURT GRANTS	1,315,621	1,698,719	1,698,720	1,295,585	1,424,970	1,356,000	342,720	20%
256 PROBATE FEES	276,201	388,577	388,577	294,140	388,575	388,576	1	0%
257 CONCILIATION COURT FEES	1,460,206	1,658,261	1,658,261	1,576,713	1,658,261	1,556,640	101,621	6%
258 COURT AUTOMATED SERVICES	555,800	549,977	549,977	439,355	549,976	549,976	1	0%
259 SUPERIOR COURT SPECIAL REVENUE	1,499,872	2,433,352	2,433,352	1,763,555	2,433,354	3,193,356	(760,004)	-31%
261 LAW LIBRARY FEES	1,071,748	800,000	800,000	794,885	800,000	800,000	-	0%
264 SUPERIOR COURT FILL THE GAP	852,481	2,057,334	2,057,334	1,714,430	2,220,438	958,040	1,099,294	53%
280 OLD COURTHOUSE RESTORATION	-	10,000	10,000	5,002	10,000	10,000	-	0%
281 CHILDREN'S ISSUES EDUCATION	5	20,000	20,000	11,881	20,000	20,000	-	0%
282 DOM REL MEDIATION EDUCATION	89,118	124,689	124,689	122,041	124,689	124,689	-	0%
748 JUROR IMPROVEMENT	-	-	-	-	-	200,000	(200,000)	
Dept Total	$ 7,734,365	$ 10,340,909	$ 10,340,910	$ 8,555,865	$ 10,230,262	$ 9,757,277	$ 583,633	6%
JUDICIAL SUBTOTAL	$ 75,106,662	$ 87,827,768	$ 91,882,890	$ 78,946,835	$ 89,119,622	$ 87,389,831	$ 4,493,059	5%
ELECTED								
160 CLERK OF THE SUPERIOR COURT								
205 COURT DOCUMENT RETRIEVAL	$ 1,081,420	$ 1,631,087	$ 1,631,087	$ 1,387,029	$ 1,514,867	$ 1,507,254	$ 123,833	8%
208 JUDICIAL ENHANCEMENT	606,034	1,600,000	1,600,000	1,425,000	1,150,000	1,252,990	347,010	22%
216 CLERK OF THE COURT GRANTS	990,116	1,515,019	1,515,019	1,222,639	1,668,421	1,668,421	(153,402)	-10%
218 CLERK OF COURT FILL THE GAP	996,394	1,800,001	1,800,000	1,676,206	1,800,000	1,800,000	-	0%
258 COURT AUTOMATED SERVICES	165,334	343,900	343,900	211,833	295,000	234,164	109,736	32%
270 CHILD SUPPORT ENHANCEMENT	103,755	270,642	220,642	135,000	200,000	192,875	27,767	13%
271 EXPEDITED CHILD SUPPORT	469,721	783,524	783,524	345,692	622,481	399,569	383,955	49%
272 CHILD SUPPORT AUTOMATION	21,090	118,974	118,974	78,339	14,894	14,894	104,080	87%
273 VICTIM LOCATION	-	53,263	40,807	21,264	40,714	40,714	93	0%
274 CLERK OF THE COURT EDMS	-	-	-	455,691	-	1,400,000	(1,400,000)	
Dept Total	$ 4,433,864	$ 8,116,410	$ 8,053,953	$ 6,958,693	$ 7,306,377	$ 8,510,881	$ (456,928)	-6%
190 COUNTY ATTORNEY								
213 COUNTY ATTORNEY RICO	$ 783,383	$ 1,300,000	$ 1,300,000	$ 1,000,000	$ 649,973	$ 1,300,000	$ -	0%
219 COUNTY ATTORNEY GRANTS	5,003,121	5,040,800	4,720,542	4,817,709	4,859,485	4,859,485	(138,943)	-3%
220 DIVERSION	337,065	1,076,388	876,834	564,408	830,000	1,000,000	(123,166)	-14%
221 COUNTY ATTORNEY FILL THE GAP	575,865	791,266	1,291,266	1,198,656	1,525,000	442,216	849,050	66%
266 CHECK ENFORCEMENT PROGRAM	798,698	1,010,566	1,074,140	845,636	1,032,015	718,491	355,649	33%
267 CRIM JUSTICE ENHANCEMENT	1,411,873	1,575,953	1,725,083	1,544,286	1,800,000	1,800,000	(74,917)	-4%
268 VICTIM COMP AND ASSISTANCE	25,077	77,285	92,387	66,617	75,000	75,000	17,387	19%
269 VICTIM COMP RESTITUTION INT	500	42,351	14,099	40,000	200,000	200,000	(185,901)	-1319%
Dept Total	$ 8,935,582	$ 10,914,609	$ 11,094,351	$ 10,077,312	$ 10,971,473	$ 10,395,192	$ 699,159	6%
360 RECORDER								
236 RECORDER'S SURCHARGE	$ 3,870,542	$ 5,288,639	$ 5,288,639	$ 4,315,997	$ 4,768,639	$ 4,745,524	$ 543,115	10%
Dept Total	$ 3,870,542	$ 5,288,639	$ 5,288,639	$ 4,315,997	$ 4,768,639	$ 4,745,524	$ 543,115	10%
500 SHERIFF								
203 SHERIFF DONATIONS	$ -	$ 100,000	$ 100,000	$ 29,999	$ 105,000	$ 16,400	$ 83,600	84%
251 SHERIFF GRANTS	2,880,519	4,415,377	6,916,971	4,677,346	4,109,906	5,043,757	1,873,214	27%
255 DETENTION OPERATIONS	19,685,410	18,871,398	20,597,701	19,037,735	21,953,705	21,609,301	(1,011,600)	-5%
Dept Total	$ 22,565,929	$ 23,386,775	$ 27,614,672	$ 23,745,080	$ 26,168,611	$ 26,669,458	$ 945,214	3%
510 SHERIFF DETENTION								
251 SHERIFF GRANTS	$ 1,631,313	$ 1,056,262	$ 1,947,349	$ 1,726,578	$ 1,109,346	$ 1,662,610	$ 284,739	15%
252 INMATE SERVICES	4,683,855	5,700,000	5,700,000	6,577,841	5,858,139	8,550,688	(2,850,688)	-50%
254 INMATE HEALTH SERVICES	7,197	60,000	60,000	7,988	60,000	156,800	(96,800)	-161%
255 DETENTION OPERATIONS	60,036,023	61,839,475	61,315,465	62,334,825	80,128,919	64,344,649	(3,029,184)	-5%
Dept Total	$ 66,358,388	$ 68,655,737	$ 69,022,814	$ 70,647,232	$ 87,156,404	$ 74,714,747	$ (5,691,933)	-8%
ELECTED SUBTOTAL	$ 106,164,305	$ 116,362,170	$ 121,074,429	$ 115,744,314	$ 136,371,504	$ 125,035,802	$ (3,961,373)	-3%

Consolidated Expenditures by Fund Type / Department / Fund (Continued)

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
SPECIAL REVENUE								
APPOINTED								
150 EMERGENCY MANAGEMENT								
207 PALO VERDE	$ 220,601	$ 227,669	$ 227,669	$ 218,276	$ 241,351	$ 237,335	$ (9,666)	-4%
215 EMERGENCY MANAGEMENT	458,425	692,027	692,027	635,438	859,290	849,447	(157,420)	-23%
Dept Total	$ 679,026	$ 919,696	$ 919,696	$ 853,714	$ 1,100,641	$ 1,086,782	$ (167,086)	-18%
170 COMMUNITY DEVELOPMENT								
217 CDBG, HOUSING TRUST	$ 7,862,318	$ 15,871,627	$ 15,871,627	$ 11,627,114	$ 15,861,375	$ 15,861,375	$ 10,252	0%
Dept Total	$ 7,862,318	$ 15,871,627	$ 15,871,627	$ 11,627,114	$ 15,861,375	$ 15,861,375	$ 10,252	0%
220 HUMAN SERVICES								
222 HUMAN SERVICES GRANTS	$ 25,339,400	$ 26,975,193	$ 26,975,193	$ 27,027,814	$ 29,685,923	$ 29,599,739	$ (2,624,546)	-10%
Dept Total	$ 25,339,400	$ 26,975,193	$ 26,975,193	$ 27,027,814	$ 29,685,923	$ 29,599,739	$ (2,624,546)	-10%
260 CORRECTIONAL HEALTH								
255 DETENTION OPERATIONS	$ 18,363,102	$ 16,809,552	$ 17,293,798	$ 17,343,764	$ 18,767,361	$ 18,767,325	$ (1,473,527)	-9%
292 CORRECTIONAL HEALTH GRANT	81,354	72,912	72,913	73,085	1,047,152	1,047,152	(974,239)	-1336%
Dept Total	$ 18,444,456	$ 16,882,464	$ 17,366,711	$ 17,416,849	$ 19,814,513	$ 19,814,477	$ (2,447,766)	-14%
300 PARKS & RECREATION								
225 SPUR CROSS RANCH CONSERVATION	$ 82,814	$ 490,455	$ 432,875	$ 347,496	$ 415,553	$ 415,553	$ 17,322	4%
230 PARKS & REC. GRANTS	42,349	78,750	78,750	10,307	423,391	416,926	(338,176)	-429%
239 PARKS SOUVENIR FUND	47,516	30,000	30,000	20,126	30,000	21,000	9,000	30%
240 LAKE PLEASANT RECREATION SVCS	2,112,153	7,305,220	7,305,220	4,885,695	4,111,990	4,090,768	3,214,452	44%
241 PARKS ENHANCEMENT FUND	1,623,722	1,855,906	1,655,906	1,871,721	1,826,882	2,415,885	(759,979)	-46%
243 PARKS DONATIONS FUND	10,398	11,500	11,500	4,734	63,185	331,500	(320,000)	-2783%
Dept Total	$ 3,918,952	$ 9,771,831	$ 9,514,251	$ 7,140,079	$ 6,871,001	$ 7,691,632	$ 1,822,619	19%
390 HEALTH CARE MANDATES								
255 DETENTION OPERATIONS	$ -	$ 1,700,000	$ 1,200,000	$ 1,500,000	$ 1,200,000	$ 2,500,000	$ (1,300,000)	-108%
Dept Total	$ -	$ 1,700,000	$ 1,200,000	$ 1,500,000	$ 1,200,000	$ 2,500,000	$ (1,300,000)	-108%
420 INTEGRATED CRIMINAL JUST INFO								
255 DETENTION OPERATIONS	$ 1,955,612	$ 4,682,763	$ 4,522,101	$ 4,331,182	$ 4,662,643	$ 4,541,898	$ (19,797)	0%
Dept Total	$ 1,955,612	$ 4,682,763	$ 4,522,101	$ 4,331,182	$ 4,662,643	$ 4,541,898	$ (19,797)	0%
440 PLANNING & DEVELOPMENT								
226 PLANNING AND DEVELOPMENT FEES	$ 6,720,381	$ 6,899,782	$ 6,787,382	$ 6,609,038	$ 6,857,407	$ 8,339,004	$ (1,551,622)	-23%
235 PLANNING & DEVELOPMENT GRANTS	136,544	128,448	128,448	103,601	133,864	133,864	(5,416)	-4%
Dept Total	$ 6,856,925	$ 7,028,230	$ 6,915,830	$ 6,712,639	$ 6,991,271	$ 8,472,868	$ (1,557,038)	-23%
460 RESEARCH & REPORTING								
260 RESEARCH & REPORTING	$ 437,512	$ 501,900	$ 501,900	$ 411,313	$ 505,966	$ 446,622	$ 55,278	11%
Dept Total	$ 437,512	$ 501,900	$ 501,900	$ 411,313	$ 505,966	$ 446,622	$ 55,278	11%
470 GENERAL GOVERNMENT								
210 WASTE MANAGEMENT	$ 53,128	$ 288,758	$ 288,758	$ 137,869	$ 249,731	$ 3,906,314	$ (3,617,556)	-1253%
249 GENERAL GOVERNMENT GRANTS	-	10,721,425	10,721,425	2,100,000	17,766,301	17,766,301	(7,044,876)	-66%
255 DETENTION OPERATIONS	110,475,675	7,858,546	7,013,796	3,493,380	5,979,000	8,829,000	(1,815,204)	-26%
Dept Total	$ 110,528,803	$ 18,868,729	$ 18,023,979	$ 5,731,249	$ 23,995,032	$ 30,501,615	$ (12,477,636)	-69%
480 APPROPRIATED FUND BALANCE								
255 DETENTION OPERATIONS	$ -	$ 101,746,508	$ 101,091,257	$ 88,233,102	$ 103,417,768	$ 125,844,378	$ (24,753,121)	-24%
Dept Total	$ -	$ 101,746,508	$ 101,091,257	$ 88,233,102	$ 103,417,768	$ 125,844,378	$ (24,753,121)	-24%
520 PUBLIC DEFENDER								
209 PUBLIC DEFENDER TRAINING	$ 322,240	$ 382,000	$ 382,000	$ 306,880	$ 349,989	$ 350,000	$ 32,000	8%
233 PUBLIC DEFENDER GRANTS	380,487	315,485	376,511	354,597	405,463	405,511	(29,000)	-8%
262 PUBLIC DEFENDER FILL THE GAP	614,073	802,264	802,264	1,292,566	1,193,665	815,868	(13,604)	-2%
Dept Total	$ 1,316,800	$ 1,499,749	$ 1,560,775	$ 1,954,043	$ 1,949,117	$ 1,571,379	$ (10,604)	-1%
540 LEGAL DEFENDER								
209 PUBLIC DEFENDER TRAINING	$ 37,782	$ 49,200	$ 49,200	$ 38,300	$ 40,000	$ 40,000	$ 9,200	19%
263 LEGAL DEFENDER FILL THE GAP	-	35,000	35,000	38,473	39,948	40,000	(5,000)	-14%
Dept Total	$ 37,782	$ 84,200	$ 84,200	$ 76,773	$ 79,948	$ 80,000	$ 4,200	5%
550 LEGAL ADVOCATE								
209 PUBLIC DEFENDER TRAINING	$ -	$ 29,686	$ 29,686	$ 7,420	$ 14,842	$ 14,842	$ 14,844	50%
Dept Total	$ -	$ 29,686	$ 29,686	$ 7,420	$ 14,842	$ 14,842	$ 14,844	50%
600 HEALTH PLANS								
248 SAIL GRANTS	$ 41,587,220	$ 1,732,351	$ 1,701,063	$ 1,701,063	$ 1,789,823	$ 1,812,463	$ (111,400)	-7%
Dept Total	$ 41,587,220	$ 1,732,351	$ 1,701,063	$ 1,701,063	$ 1,789,823	$ 1,812,463	$ (111,400)	-7%
640 TRANSPORTATION								
223 TRANSPORTATION GRANTS	$ 851,218	$ 300,000	$ 300,000	$ -	$ 682,000	$ 682,000	$ (382,000)	-127%
232 TRANSPORTATION OPERATIONS	46,409,362	95,842,163	95,842,163	92,354,220	100,557,152	100,540,927	(4,698,764)	-5%
Dept Total	$ 47,260,580	$ 96,142,163	$ 96,142,163	$ 92,354,220	$ 101,239,152	$ 101,222,927	$ (5,080,764)	-5%
660 HOUSING								
295 HOUSING GRANTS	$ 16,501,035	$ 11,429,508	$ 11,429,508	$ 11,429,507	$ 11,435,848	$ 11,435,849	$ (6,341)	0%
Dept Total	$ 16,501,035	$ 11,429,508	$ 11,429,508	$ 11,429,507	$ 11,435,848	$ 11,435,849	$ (6,341)	0%

Consolidated Expenditures by Fund Type / Department / Fund (Continued)

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
SPECIAL REVENUE								
APPOINTED (Continued)								
670 SOLID WASTE								
290 WASTE TIRE	$ 2,994,897	$ 3,850,296	$ 3,777,732	$ 2,221,067	$ 2,916,000	$ 3,472,515	$ 305,217	8%
Dept Total	$ 2,994,897	$ 3,850,296	$ 3,777,732	$ 2,221,067	$ 2,916,000	$ 3,472,515	$ 305,217	8%
790 ANIMAL CARE & CONTROL								
572 ANIMAL CONTROL LICENSE/SHELTER	$ 4,436,128	$ 4,541,886	$ 4,497,030	$ 4,607,995	$ 4,559,907	$ 6,700,083	$ (2,203,053)	-49%
573 ANIMAL CONTROL GRANTS	2,159	-	-	-	-	-	-	
574 ANIMAL CONTROL FIELD OPERATION	2,098,597	1,872,318	2,186,556	1,996,270	2,346,244	2,345,805	(159,249)	-7%
Dept Total	$ 6,536,884	$ 6,414,204	$ 6,683,586	$ 6,604,265	$ 6,906,151	$ 9,045,888	$ (2,362,302)	-35%
860 PUBLIC HEALTH								
265 PUBLIC HEALTH FEES	$ 2,725,452	$ 2,833,265	$ 2,833,264	$ 2,565,220	$ 2,640,460	$ 3,082,585	$ (249,321)	-9%
532 PUBLIC HEALTH GRANTS	27,385,956	35,873,574	43,879,357	30,721,974	34,660,260	34,457,948	9,421,409	21%
Dept Total	$ 30,111,408	$ 38,706,839	$ 46,712,621	$ 33,287,194	$ 37,300,720	$ 37,540,533	$ 9,172,088	20%
880 ENVIRONMENTAL SERVICES								
504 AIR QUALITY FEES	$ 4,403,093	$ 5,964,690	$ 5,964,691	$ 4,680,192	$ 6,345,734	$ 6,313,697	$ (349,006)	-6%
505 ENVIRONMENTAL SERVICES GRANT	3,433,744	4,564,688	5,649,287	4,023,827	3,719,080	3,719,080	1,930,207	34%
506 ENVIRONMTL SVCS ENV HEALTH	8,164,097	10,019,791	10,019,791	8,163,556	9,486,419	9,678,328	341,463	3%
Dept Total	$ 16,000,934	$ 20,549,169	$ 21,633,769	$ 16,867,575	$ 19,551,233	$ 19,711,105	$ 1,922,664	9%
APPOINTED SUBTOTAL	$ 338,370,543	$ 385,387,106	$ 392,657,648	$ 337,488,182	$ 397,288,967	$ 432,268,887	$ (39,611,239)	-10%
690 FLOOD CONTROL DISTRICT								
991 FLOOD CONTROL	$ 22,921,641	$ 69,635,420	$ 69,128,620	$ 68,572,566	$ 71,586,231	$ 70,807,750	$ (1,679,130)	-2%
Dept Total	$ 22,921,641	$ 69,635,420	$ 69,128,620	$ 68,572,566	$ 71,586,231	$ 70,807,750	$ (1,679,130)	-2%
APPOINTED SUBTOTAL	$ 22,921,641	$ 69,635,420	$ 69,128,620	$ 68,572,566	$ 71,586,231	$ 70,807,750	$ (1,679,130)	-2%
650 LIBRARY DISTRICT								
242 LIBRARY DISTRICT GRANTS	$ 88,386	$ 109,822	$ 198,377	$ 191,255	$ 25,000	$ 25,000	$ 173,377	87%
244 LIBRARY DISTRICT	9,189,445	10,386,457	10,621,654	9,815,734	12,668,085	12,577,743	(1,956,089)	-18%
Dept Total	$ 9,277,831	$ 10,496,279	$ 10,820,031	$ 10,006,989	$ 12,693,085	$ 12,602,743	$ (1,782,712)	-16%
APPOINTED SUBTOTAL	$ 9,277,831	$ 10,496,279	$ 10,820,031	$ 10,006,989	$ 12,693,085	$ 12,602,743	$ (1,782,712)	-16%
680 STADIUM DISTRICT								
250 COUNTY STADIUM DISTRICT	$ 5,732,399	$ 5,819,282	$ 5,809,283	$ 5,647,391	$ 5,576,269	$ 109,371	$ 5,699,912	98%
253 MLB STADIUM OPERATION	2,776,537	3,070,175	9,360,175	8,754,631	3,464,807	3,464,807	5,895,368	63%
Dept Total	$ 8,508,936	$ 8,889,457	$ 15,169,458	$ 14,402,022	$ 9,041,076	$ 3,574,178	$ 11,595,280	76%
APPOINTED SUBTOTAL	$ 8,508,936	$ 8,889,457	$ 15,169,458	$ 14,402,022	$ 9,041,076	$ 3,574,178	$ 11,595,280	76%
MARICOPA COUNTY & DISTRICTS	$ 560,349,919	$ 678,598,200	$ 700,733,076	$ 625,160,908	$ 716,100,485	$ 731,679,191	$ (30,946,115)	-4%

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
DEBT SERVICE								
APPOINTED								
470 GENERAL GOVERNMENT								
312 BOND-DEBT SERVICING	$ 25,941,675	$ 22,160,035	$ 22,160,035	$ 21,655,552	$ -	$ 21,347,350	$ 812,685	4%
320 COUNTY IMPROVEMENT DEBT	-	21,966,823	21,966,823	25,045,497	-	18,293,455	3,673,368	17%
Dept Total	$ 25,941,675	$ 44,126,858	$ 44,126,858	$ 46,701,049	$ -	$ 39,640,805	$ 4,486,053	10%
APPOINTED SUBTOTAL	$ 25,941,675	$ 44,126,858	$ 44,126,858	$ 46,701,049	$ -	$ 39,640,805	$ 4,486,053	10%
680 STADIUM DISTRICT								
370 STADIUM DIST DEBT SERIES02	$ -	$ -	$ -	$ -	$ -	$ 4,240,094	$ (4,240,094)	
371 STADIUM DEBT SERVICES-1993A	633,025	634,525	634,525	634,525	635,700	-	634,525	100%
373 STADIUM DEBT SERVICES-1993B	739,648	734,978	734,978	734,978	738,488	-	734,978	100%
375 STADIUM DEBT SERVICES-PEORIA	2,381,055	2,378,503	2,378,503	2,378,502	2,379,990	-	2,378,503	100%
377 STADIUM DEBT SERVICES-1996	603,428	597,678	597,678	597,678	591,928	-	597,678	100%
378 MESA SUBORDINATE DEBT	664,333	681,863	681,863	615,168	560,396	-	681,863	100%
379 MARYVALE SUBORDINATE DEBT	664,333	681,863	681,863	615,168	560,396	-	681,863	100%
Dept Total	$ 5,685,821	$ 5,709,410	$ 5,709,410	$ 5,576,019	$ 5,466,898	$ 4,240,094	$ 1,469,316	26%
APPOINTED SUBTOTAL	$ 5,685,821	$ 5,709,410	$ 5,709,410	$ 5,576,019	$ 5,466,898	$ 4,240,094	$ 1,469,316	26%
MARICOPA COUNTY & DISTRICTS	$ 31,627,496	$ 49,836,268	$ 49,836,268	$ 52,277,068	$ 5,466,898	$ 43,880,899	$ 5,955,369	12%

Consolidated Expenditures by Fund Type / Department / Fund (Continued)

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2000-01 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
CAPITAL PROJECTS								
JUDICIAL								
270 JUVENILE PROBATION								
455 DETENTION CAPITAL PROJECTS	$ -	$ 654,543	$ 654,543	$ 350,185	$ 780,248	$ 780,246	$ (125,703)	-19%
Dept Total	$ -	$ 654,543	$ 654,543	$ 350,185	$ 780,248	$ 780,246	$ (125,703)	-19%
JUDICIAL SUBTOTAL	$ -	$ 654,543	$ 654,543	$ 350,185	$ 780,248	$ 780,246	$ (125,703)	-19%
ELECTED								
510 SHERIFF DETENTION								
455 DETENTION CAPITAL PROJECTS	$ -	$ 1,705,782	$ 1,705,782	$ 1,299,061	$ 1,705,782	$ 1,705,782	$ -	0%
Dept Total	$ -	$ 1,705,782	$ 1,705,782	$ 1,299,061	$ 1,705,782	$ 1,705,782	$ -	0%
ELECTED SUBTOTAL	$ -	$ 1,705,782	$ 1,705,782	$ 1,299,061	$ 1,705,782	$ 1,705,782	$ -	0%
APPOINTED								
260 CORRECTIONAL HEALTH								
455 DETENTION CAPITAL PROJECTS	$ -	$ -	$ -	$ -	$ -	$ 194,783	$ (194,783)	
Dept Total	$ -	$ -	$ -	$ -	$ -	$ 194,783	$ (194,783)	
400 CRIMINAL JUSTICE FACILITY DEV								
455 DETENTION CAPITAL PROJECTS	$ 51,548,659	$ 230,637,353	$ 230,608,218	$ 176,608,429	$ 240,194,041	$ 249,325,795	$ (18,717,577)	-8%
Dept Total	$ 51,548,659	$ 230,637,353	$ 230,608,218	$ 176,608,429	$ 240,194,041	$ 249,325,795	$ (18,717,577)	-8%
470 GENERAL GOVERNMENT								
422 INTERGOVERNMENTAL CAP PROJ	$ -	$ -	$ 2,100,000	$ 1,935,301	$ 17,640,884	$ 21,915,097	$ (19,815,097)	-944%
435 COUNTY IMPROVEMENT FUND	77,976,362	66,003,562	63,003,562	26,859,775	27,077,987	88,867,183	(25,863,621)	-41%
Dept Total	$ 77,976,362	$ 66,003,562	$ 65,103,562	$ 28,795,076	$ 44,718,871	$ 110,782,280	$ (45,678,718)	-70%
640 TRANSPORTATION								
234 TRANSPORTATION CAPITAL PROJECT	$ 66,478,108	$ 56,017,647	$ 56,017,647	$ 51,151,172	$ 84,290,511	$ 84,306,743	$ (28,289,096)	-51%
Dept Total	$ 66,478,108	$ 56,017,647	$ 56,017,647	$ 51,151,172	$ 84,290,511	$ 84,306,743	$ (28,289,096)	-51%
APPOINTED SUBTOTAL	$ 196,003,129	$ 352,658,562	$ 351,729,427	$ 256,554,677	$ 369,203,423	$ 444,609,601	$ (92,880,174)	-26%
690 FLOOD CONTROL DISTRICT								
990 FLOOD CONTROL CAPITAL PROJECTS	$ 56,829,041	$ 57,946,292	$ 57,946,292	$ 48,536,403	$ 48,600,000	$ 48,704,497	$ 9,241,795	16%
Dept Total	$ 56,829,041	$ 57,946,292	$ 57,946,292	$ 48,536,403	$ 48,600,000	$ 48,704,497	$ 9,241,795	16%
APPOINTED SUBTOTAL	$ 56,829,041	$ 57,946,292	$ 57,946,292	$ 48,536,403	$ 48,600,000	$ 48,704,497	$ 9,241,795	16%
650 LIBRARY DISTRICT								
440 LIBRARY DIST CAPITAL PROJECTS	$ -	$ -	$ -	$ -	$ 1,102,200	$ 1,102,200	$ (1,102,200)	
Dept Total	$ -	$ -	$ -	$ -	$ 1,102,200	$ 1,102,200	$ (1,102,200)	
APPOINTED SUBTOTAL	$ -	$ -	$ -	$ -	$ 1,102,200	$ 1,102,200	$ (1,102,200)	
680 STADIUM DISTRICT								
410 STADIUM DISTRICT CONSTRUCTION	$ 1,427,325	$ 2,000,000	$ 7,996,489	$ 7,188,012	$ 1,000,000	$ 1,000,000	$ 6,996,489	87%
450 LONG TERM PROJECT RESERVE	2,500	3,000	6,003,000	6,002,500	3,000	3,000	6,000,000	100%
Dept Total	$ 1,429,825	$ 2,003,000	$ 13,999,489	$ 13,190,512	$ 1,003,000	$ 1,003,000	$ 12,996,489	93%
APPOINTED SUBTOTAL	$ 1,429,825	$ 2,003,000	$ 13,999,489	$ 13,190,512	$ 1,003,000	$ 1,003,000	$ 12,996,489	93%
MARICOPA COUNTY & DISTRICTS	$ 254,261,995	$ 414,968,179	$ 426,035,533	$ 319,930,838	$ 422,394,653	$ 497,905,326	$ (71,869,793)	-17%

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
ENTERPRISE								
APPOINTED								
600 HEALTH PLANS								
541 HEALTH PLAN	$ 75,791,274	$ 103,296,188	$ 103,296,188	$ 106,708,526	$ 104,605,320	$ 104,605,320	$ (1,309,132)	-1%
551 LONG TERM CARE PLAN	275,014,275	268,538,320	268,538,320	270,630,107	248,707,122	251,055,472	17,482,848	7%
561 HEALTH SELECT	-	5,116,083	5,116,083	9,692,700	10,057,680	10,057,680	(4,941,597)	-97%
566 SENIOR SELECT PLAN	-	35,047,636	35,047,636	52,325,981	61,889,749	61,889,749	(26,842,113)	-77%
570 HEALTH PLAN ADMINISTRATION	231,673	10,911,624	10,911,624	-	-	-	10,911,624	100%
Dept Total	$ 351,037,222	$ 422,909,851	$ 422,909,851	$ 439,357,314	$ 425,259,871	$ 427,608,221	$ (4,698,370)	-1%
670 SOLID WASTE								
580 SOLID WASTE MANAGEMENT	$ 1,333,771	$ 857,519	$ 833,372	$ 805,172	$ 837,794	$ 699,064	$ 134,308	16%
Dept Total	$ 1,333,771	$ 857,519	$ 833,372	$ 805,172	$ 837,794	$ 699,064	$ 134,308	16%
900 HEALTH CARE DELIVERY SYSTEM								
535 HEALTHCARE DELIVERY SYSTEM	$ 276,054,802	$ 269,005,582	$ 314,901,082	$ 310,490,320	$ 348,182,793	$ 399,029,048	$ (84,127,966)	-27%
Dept Total	$ 276,054,802	$ 269,005,582	$ 314,901,082	$ 310,490,320	$ 348,182,793	$ 399,029,048	$ (84,127,966)	-27%
APPOINTED SUBTOTAL	$ 628,425,795	$ 692,772,952	$ 738,644,305	$ 750,652,806	$ 774,280,458	$ 827,336,333	$ (88,692,028)	-12%

Consolidated Expenditures by Fund Type / Department / Fund (Continued)

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
INTERNAL SERVICE								
APPOINTED								
350 TOTAL COMPENSATION								
685 BENEFITS TRUST	$ 2,965,867	$ 6,061,596	$ 7,243,940	$ 6,355,867	$ 8,015,920	$ 7,928,576	$ (684,636)	-9%
Dept Total	$ 2,965,867	$ 6,061,596	$ 7,243,940	$ 6,355,867	$ 8,015,920	$ 7,928,576	$ (684,636)	-9%
730 MATERIALS MANAGEMENT								
673 REPROGRAPHICS	$ 724,113	$ 858,861	$ 856,778	$ 806,017	$ 903,246	$ 860,803	$ (4,025)	0%
Dept Total	$ 724,113	$ 858,861	$ 856,778	$ 806,017	$ 903,246	$ 860,803	$ (4,025)	0%
740 EQUIPMENT SERVICES								
654 EQUIPMENT SERVICES	$ 9,451,951	$ 9,421,424	$ 9,379,529	$ 8,708,367	$ 9,034,898	$ 8,923,046	$ 456,483	5%
Dept Total	$ 9,451,951	$ 9,421,424	$ 9,379,529	$ 8,708,367	$ 9,034,898	$ 8,923,046	$ 456,483	5%
750 RISK MANAGEMENT								
652 ENVIRONMENTAL CLEANUP	$ 488,803	$ 800,000	$ 609,128	$ 609,128	$ 609,127	$ 609,127	$ 1	0%
675 RISK MANAGEMENT	15,830,062	18,251,516	18,239,774	18,624,074	22,821,693	22,789,256	(4,549,482)	-25%
Dept Total	$ 16,318,865	$ 19,051,516	$ 18,848,902	$ 19,233,202	$ 23,430,820	$ 23,398,383	$ (4,549,481)	-24%
760 TELECOMMUNICATIONS								
681 TELECOMMUNICATIONS	$ 12,543,939	$ 11,930,097	$ 11,390,097	$ 13,723,115	$ 10,989,699	$ 12,875,220	$ (1,485,123)	-13%
Dept Total	$ 12,543,939	$ 11,930,097	$ 11,390,097	$ 13,723,115	$ 10,989,699	$ 12,875,220	$ (1,485,123)	-13%
APPOINTED SUBTOTAL	$ 42,004,735	$ 47,323,494	$ 47,719,246	$ 48,826,568	$ 52,374,583	$ 53,986,028	$ (6,266,782)	-13%

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT

	FY 2001-02 ACTUAL	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACT.	FY 2002-03 REQUESTED	FY 2002-03 ADOPTED	Adopted vs Revised Variance	%
MARICOPA COUNTY								
ELIMINATIONS								
APPOINTED								
980 ELIMINATIONS								
900 ELIMINATIONS	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ (602,949,306)	$ 55,079,999	10%
APPOINTED SUBTOTAL	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ (602,949,306)	$ 55,079,999	10%
690 FLOOD CONTROL DISTRICT								
900 ELIMINATIONS	$ -	$ (47,500,000)	$ (47,500,000)	$ (47,500,000)	$ (49,000,000)	$ (49,000,000)	$ 1,500,000	3%
Dept Total	$ -	$ (47,500,000)	$ (47,500,000)	$ (47,500,000)	$ (49,000,000)	$ (49,000,000)	$ 1,500,000	3%
650 LIBRARY DISTRICT								
900 ELIMINATIONS	$ -	$ -	$ -	$ -	$ (1,102,200)	$ (1,102,200)	$ 1,102,200	
Dept Total	$ -	$ -	$ -	$ -	$ (1,102,200)	$ (1,102,200)	$ 1,102,200	
680 STADIUM DISTRICT								
900 ELIMINATIONS	$ -	$ (6,309,410)	$ (12,309,410)	$ (12,176,020)	$ (6,990,916)	$ (1,724,018)	$ (10,585,392)	-86%
Dept Total	$ -	$ (6,309,410)	$ (12,309,410)	$ (12,176,020)	$ (6,990,916)	$ (1,724,018)	$ (10,585,392)	-86%
MARICOPA COUNTY & DISTRICTS	$ -	$ (552,708,697)	$ (607,678,717)	$ (532,582,570)	$ (564,144,466)	$ (654,775,524)	$ 47,096,807	8%

Consolidated Expenditures by Department and Fund Type

CONSOLIDATED EXPENDITURES BY DEPARTMENT AND FUND TYPE
FY 2002-03 ADOPTED

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	ELIMINATIONS	TOTAL FUNDS
JUDICIAL BRANCH								
110 ADULT PROBATION	$ 14,210,964	$ 41,973,567	$ -	$ -	$ -	$ -	$ -	$ 56,184,531
240 JUSTICE COURTS	15,710,924	1,475,273	-	-	-	-	-	17,186,197
270 JUVENILE PROBATION	11,608,350	34,183,714	-	780,246	-	-	-	46,572,310
380 SUPERIOR COURT	41,595,611	9,757,277	-	-	-	-	-	51,352,888
Subtotal	$ 83,125,849	$ 87,389,831	$ -	$ 780,246	$ -	$ -	$ -	$ 171,295,926
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1	$ 237,365	$ -	$ -	$ -	$ -	$ -	$ -	$ 237,365
020 BOARD OF SUPERVISORS DIST 2	237,365	-	-	-	-	-	-	237,365
030 BOARD OF SUPERVISORS DIST 3	237,365	-	-	-	-	-	-	237,365
040 BOARD OF SUPERVISORS DIST 4	237,365	-	-	-	-	-	-	237,365
050 BOARD OF SUPERVISORS DIST 5	237,365	-	-	-	-	-	-	237,365
120 ASSESSOR	14,791,846	-	-	-	-	-	-	14,791,846
140 CALL CENTER	1,323,313	-	-	-	-	-	-	1,323,313
160 CLERK OF THE SUPERIOR COURT	21,020,241	8,510,881	-	-	-	-	-	29,531,122
190 COUNTY ATTORNEY	40,679,726	10,395,192	-	-	-	-	-	51,074,918
210 ELECTIONS	10,135,373	-	-	-	-	-	-	10,135,373
250 CONSTABLES	1,573,243	-	-	-	-	-	-	1,573,243
320 COUNTY COUNSEL	1,672,481	-	-	-	-	-	-	1,672,481
360 RECORDER	1,870,954	4,745,524	-	-	-	-	-	6,616,478
370 SUPERINTENDENT OF SCHOOLS	1,651,193	-	-	-	-	-	-	1,651,193
430 TREASURER	3,678,416	-	-	-	-	-	-	3,678,416
500 SHERIFF	37,139,909	26,669,458	-	-	-	-	-	63,809,367
510 SHERIFF DETENTION	-	74,714,747	-	1,705,782	-	-	-	76,420,529
Subtotal	$ 136,723,520	$ 125,035,802	$ -	$ 1,705,782	$ -	$ -	$ -	$ 263,465,104
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	$ 496,686	$ -	$ -	$ -	$ -	$ -	$ -	$ 496,686
150 EMERGENCY MANAGEMENT	77,108	1,086,782	-	-	-	-	-	1,163,890
170 COMMUNITY DEVELOPMENT	-	15,861,375	-	-	-	-	-	15,861,375
180 FINANCE	2,289,162	-	-	-	-	-	-	2,289,162
200 COUNTY ADMINISTRATIVE OFFICER	1,458,476	-	-	-	-	-	-	1,458,476
220 HUMAN SERVICES	1,267,103	29,599,739	-	-	-	-	-	30,866,842
230 INTERNAL AUDIT	1,014,158	-	-	-	-	-	-	1,014,158
260 CORRECTIONAL HEALTH	-	19,814,477	-	194,783	-	-	-	20,009,260
290 MEDICAL EXAMINER	3,888,275	-	-	-	-	-	-	3,888,275
300 PARKS & RECREATION	1,740,404	7,691,632	-	-	-	-	-	9,432,036
310 HUMAN RESOURCES	3,844,842	-	-	-	-	-	-	3,844,842
340 PUBLIC FIDUCIARY	1,820,125	-	-	-	-	-	-	1,820,125
350 TOTAL COMPENSATION	1,044,491	-	-	-	-	7,928,576	-	8,973,067
390 HEALTH CARE MANDATES	345,248,310	2,500,000	-	-	-	-	-	347,748,310
400 CRIMINAL JUSTICE FACILITY DEV	-	-	-	249,325,795	-	-	-	249,325,795
410 CHIEF INFORMATION OFFICER	5,263,577	-	-	-	-	-	-	5,263,577
420 INTEGRATED CRIMINAL JUST INFO	-	4,541,898	-	-	-	-	-	4,541,898
440 PLANNING & DEVELOPMENT	-	8,472,868	-	-	-	-	-	8,472,868
460 RESEARCH & REPORTING	-	446,622	-	-	-	-	-	446,622
470 GENERAL GOVERNMENT	202,842,329	30,501,615	39,640,805	110,782,280	-	-	-	383,767,029
480 APPROPRIATED FUND BALANCE	94,560,954	125,844,378	-	-	-	-	-	220,405,332
490 MANAGEMENT & BUDGET	1,587,360	-	-	-	-	-	-	1,587,360
520 PUBLIC DEFENDER	27,216,686	1,571,379	-	-	-	-	-	28,788,065
540 LEGAL DEFENDER	4,997,933	80,000	-	-	-	-	-	5,077,933
550 LEGAL ADVOCATE	3,828,839	14,842	-	-	-	-	-	3,843,681
560 CONTRACT COUNSEL	5,411,936	-	-	-	-	-	-	5,411,936
600 HEALTH PLANS	-	1,812,463	-	-	427,608,221	-	-	429,420,684
640 TRANSPORTATION	-	101,222,927	-	84,306,743	-	-	-	185,529,670
660 HOUSING	-	11,435,849	-	-	-	-	-	11,435,849
670 SOLID WASTE	-	3,472,515	-	-	699,064	-	-	4,171,579
700 FACILITIES MANAGEMENT	26,370,075	-	-	-	-	-	-	26,370,075
730 MATERIALS MANAGEMENT	1,380,984	-	-	-	-	860,803	-	2,241,787
740 EQUIPMENT SERVICES	-	-	-	-	-	8,923,046	-	8,923,046
750 RISK MANAGEMENT	-	-	-	-	-	23,398,383	-	23,398,383
760 TELECOMMUNICATIONS	-	-	-	-	-	12,875,220	-	12,875,220
790 ANIMAL CARE & CONTROL	304,041	9,045,888	-	-	-	-	-	9,349,929
860 PUBLIC HEALTH	6,362,882	37,540,533	-	-	-	-	-	43,903,415
880 ENVIRONMENTAL SERVICES	737,332	19,711,105	-	-	-	-	-	20,448,437
900 HEALTH CARE DELIVERY SYSTEM	-	-	-	-	399,029,048	-	-	399,029,048
980 ELIMINATIONS	-	-	-	-	-	-	(602,949,306)	(602,949,306)
Subtotal	$ 745,054,068	$ 432,268,887	$ 39,640,805	$ 444,609,601	$ 827,336,333	$ 53,986,028	$ (602,949,306)	$ 1,939,946,416
MARICOPA COUNTY	$ 964,903,437	$ 644,694,520	$ 39,640,805	$ 447,095,629	$ 827,336,333	$ 53,986,028	$ (602,949,306)	$ 2,374,707,446
FLOOD CONTROL DISTRICT	$ -	$ 70,807,750	$ -	$ 48,704,497	$ -	$ -	$ (49,000,000)	$ 70,512,247
LIBRARY DISTRICT	$ -	$ 12,602,743	$ -	$ 1,102,200	$ -	$ -	$ (1,102,200)	$ 12,602,743
STADIUM DISTRICT	$ -	$ 3,574,178	$ 4,240,094	$ 1,003,000	$ -	$ -	$ (1,724,018)	$ 7,093,254
MARICOPA COUNTY & DISTRICTS	$ 964,903,437	$ 731,679,191	$ 43,880,899	$ 497,905,326	$ 827,336,333	$ 53,986,028	$ (654,775,524)	$ 2,464,915,690

Consolidated Expenditures by Fund Type / Object Code

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
TOTAL FUNDS										
PERSONAL SERVICES										
701 REGULAR PAY	$ 524,737,556	$ 521,028,466	$ 537,924,291	$ 525,047,717	$ 553,591,660	$ (15,667,369)	-3%	$ 556,079,849	$ (18,155,558)	-3%
705 TEMPORARY PAY	8,758,013	6,607,522	6,342,165	7,693,985	7,166,566	(824,401)	-13%	6,782,540	(440,375)	-7%
710 OVERTIME	14,445,853	11,546,890	11,269,587	11,665,807	12,477,222	(1,207,635)	-11%	10,947,509	322,078	3%
750 FRINGE BENEFITS	77,730,076	116,724,122	114,756,882	112,273,194	133,209,399	(18,452,517)	-16%	129,936,513	(15,179,631)	-13%
790 OTHER PERSONNEL SERVICES	1,027,424	23,737,259	17,503,332	11,576,488	7,613,188	9,890,144	57%	20,847,863	(3,344,531)	-19%
795 PERSONNEL SERVICES ALLOC OUT	(17,990,240)	(31,518,005)	(36,661,164)	(33,119,225)	(44,426,903)	7,765,739	21%	(47,056,471)	10,395,307	28%
796 PERSONNEL SERVICES ALLOC IN	16,270,947	25,588,858	29,683,623	25,137,503	31,997,871	(2,314,248)	-8%	32,524,746	(2,841,123)	-10%
Sub Total	$ 624,979,629	$ 673,715,112	$ 680,818,716	$ 660,275,469	$ 701,629,003	$ (20,810,287)	-3%	$ 710,062,549	$ (29,243,833)	-4%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	$ 88,153,063	$ 44,964,664	$ 50,362,557	$ 44,100,637	$ 59,635,548	$ (9,272,991)	-18%	70,682,209	(20,319,652)	-40%
802 MEDICAL SUPPLIES	381,650,434	48,989,662	54,324,712	46,962,451	51,920,268	2,404,444	4%	52,208,620	2,116,092	4%
803 FUEL	3,167,834	3,099,972	3,015,907	2,678,173	2,794,576	221,331	7%	2,716,960	298,947	10%
804 NON-CAPITAL EQUIPMENT	9,043,445	5,523,747	9,798,394	8,309,876	12,864,853	(3,066,459)	-31%	8,112,811	1,685,583	17%
810 LEGAL SERVICES	18,696,316	33,580,093	27,003,964	25,294,124	25,566,204	1,437,760	5%	37,620,450	(10,616,486)	-39%
811 HEALTH CARE SERVICES	10,350,046	349,939,827	141,987,164	152,522,708	166,398,289	(24,411,125)	-17%	159,833,116	(17,845,952)	-13%
812 OTHER SERVICES	156,876,932	185,488,611	186,156,847	149,276,471	156,108,588	30,048,259	16%	228,419,801	(42,262,954)	-23%
820 RENT & OPERATING LEASES	20,600,228	24,405,253	23,906,463	22,889,526	22,863,065	1,043,398	4%	23,677,779	228,684	1%
825 REPAIRS AND MAINTENANCE	21,541,017	20,604,106	20,804,780	19,136,117	22,771,154	(1,966,374)	-9%	22,507,098	(1,702,318)	-8%
830 INTERGOVERNMENTAL PAYMENTS	212,396,479	193,522,718	241,963,755	238,371,363	251,414,667	(9,450,912)	-4%	317,499,410	(75,535,655)	-31%
839 INTERNAL SERVICE CHARGES	39,778,281	(2,413,342)	(2,871,577)	(3,787,776)	(1,959,146)	(912,431)	-32%	(4,303,619)	1,432,042	50%
842 TRAVEL & EDUCATION	6,542,023	7,860,273	7,819,664	6,943,813	7,823,263	(3,599)	0%	6,961,143	858,521	11%
843 POSTAGE/FREIGHT/SHIPPING	377,188	3,303,045	3,137,708	4,216,635	4,677,820	(1,540,112)	-49%	4,937,826	(1,800,118)	-57%
845 SUPPORT AND CARE OF PERSONS	457,753	(9,469,165)	186,314,428	180,628,243	178,805,586	7,508,842	4%	178,936,478	7,377,950	4%
850 UTILITIES	18,492,155	21,448,619	19,914,143	21,198,447	21,057,115	(1,142,972)	-6%	21,954,255	(2,040,112)	-10%
855 INTEREST EXPENSE	-	35,000	3,737,840	4,697,045	6,659,751	(2,921,911)	-78%	8,300,201	(4,562,361)	-122%
865 DEPRECIATION	-	299,905	11,327,769	-	16,048,939	(4,721,170)	-42%	-	11,327,769	100%
880 TRANSFERS OUT	393,753,853	-	-	-	-	-		-	-	
890 LOSS ON FIXED ASSETS	(24,772)	-	-	1,861	-	-		-	-	
Sub Total	$ 1,381,852,273	$ 931,182,988	$ 988,704,518	$ 923,439,714	$ 1,005,450,540	$ (16,746,022)	-2%	$ 1,140,064,538	$ (151,360,020)	-15%
CAPITAL OUTLAY										
910 LAND	$ 34,131,205	$ 16,412,112	$ 8,068,500	$ 12,067,775	$ 12,749,000	$ (4,680,500)	-58%	$ 12,749,000	$ (4,680,500)	-58%
915 BUILDINGS AND IMPROVEMENTS	169,324,864	432,723,076	388,972,297	259,526,858	318,511,345	70,460,952	18%	398,393,877	(9,421,580)	-2%
920 CAPITAL EQUIPMENT	14,315,358	9,548,272	6,974,589	12,124,767	9,289,456	(2,314,867)	-33%	18,611,099	(11,636,510)	-167%
930 VEHICLES & CONSTRUCTION EQUIP	7,912,113	8,503,907	10,206,941	6,988,477	8,425,407	1,781,534	17%	7,948,336	2,258,605	22%
940 INFRASTRUCTURE	-	6,540,225	42,718,236	47,984,455	121,275,011	(78,556,775)	-184%	122,395,740	(79,677,504)	-187%
950 DEBT SERVICE	45,803,287	65,151,838	68,940,483	69,539,592	15,717,295	53,223,188	77%	54,690,551	14,249,932	21%
Sub Total	$ 271,486,827	$ 538,879,430	$ 525,881,046	$ 408,231,924	$ 485,967,514	$ 39,913,532	8%	$ 614,788,603	$ (88,907,557)	-17%
Fund Total	$ 2,278,318,729	$ 2,143,777,530	$ 2,195,404,280	$ 1,991,947,107	$ 2,193,047,057	$ 2,357,223	0%	$ 2,464,915,690	$ (269,511,410)	-12%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
GENERAL FUND										
PERSONAL SERVICES										
701 REGULAR PAY	$ 206,548,328	$ 217,551,559	$ 217,234,521	$ 211,799,963	$ 216,604,296	$ 630,225	0%	$ 217,718,943	$ (484,422)	0%
705 TEMPORARY PAY	4,307,870	2,462,178	2,231,843	3,199,029	2,691,492	(459,649)	-21%	2,612,908	(381,065)	-17%
710 OVERTIME	6,675,493	2,938,069	2,723,643	1,720,646	2,955,169	(231,526)	-9%	1,576,803	1,146,840	42%
750 FRINGE BENEFITS	39,618,185	46,749,123	45,201,768	44,433,017	50,923,091	(5,721,323)	-13%	49,069,804	(3,868,036)	-9%
790 OTHER PERSONNEL SERVICES	374,247	10,157,169	3,991,179	1,791,511	1,688,339	2,302,840	58%	9,919,222	(5,928,043)	-149%
795 PERSONNEL SERVICES ALLOC OUT	(17,425,748)	(22,576,013)	(21,323,592)	(21,215,168)	(23,264,562)	1,940,970	9%	(23,839,934)	2,516,342	12%
796 PERSONNEL SERVICES ALLOC IN	368,275	940,067	1,005,050	835,002	968,940	36,110	4%	1,439,200	(434,150)	-43%
Sub Total	$ 240,466,650	$ 258,222,152	$ 251,064,412	$ 242,564,000	$ 252,566,765	$ (1,502,353)	-1%	$ 258,496,946	$ (7,432,534)	-3%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	$ 6,888,893	$ 9,759,543	$ 10,159,717	$ 10,332,825	$ 10,097,856	$ 61,861	1%	19,573,530	(9,413,813)	-93%
802 MEDICAL SUPPLIES	491,300	557,361	534,957	541,253	588,755	(53,798)	-10%	516,755	18,202	3%
803 FUEL	1,822,486	908,661	860,957	933,407	973,341	(112,384)	-13%	885,974	(25,017)	-3%
804 NON-CAPITAL EQUIPMENT	4,172,991	1,625,657	964,960	262,987	523,820	441,140	46%	240,155	724,805	75%
810 LEGAL SERVICES	13,417,378	28,952,148	21,749,254	21,073,899	21,398,133	351,121	2%	33,633,477	(11,884,223)	-55%
811 HEALTH CARE SERVICES	1,218,670	7,401,354	5,770,957	2,697,033	9,849,904	(4,078,947)	-71%	7,432,098	(1,661,141)	-29%
812 OTHER SERVICES	21,467,898	48,190,680	40,965,008	15,625,991	37,265,039	3,699,969	9%	86,407,544	(45,442,536)	-111%
820 RENT & OPERATING LEASES	11,087,777	10,238,354	9,506,477	9,630,341	10,407,264	(900,787)	-9%	10,399,595	(893,118)	-9%
825 REPAIRS AND MAINTENANCE	7,740,261	7,119,622	7,160,649	5,995,302	7,615,895	(455,246)	-6%	7,248,502	(87,853)	-1%
830 INTERGOVERNMENTAL PAYMENTS	204,250,020	177,210,632	225,806,717	226,329,403	234,625,398	(8,818,681)	-4%	300,097,913	(74,291,196)	-33%
839 INTERNAL SERVICE CHARGES	14,671,815	15,428,746	15,361,237	15,502,856	17,287,870	(1,926,633)	-13%	17,144,469	(1,783,232)	-12%
842 TRAVEL & EDUCATION	3,386,156	3,225,749	3,150,651	2,905,834	3,335,129	(184,478)	-6%	3,127,188	23,463	1%
843 POSTAGE/FREIGHT/SHIPPING	99,868	2,069,721	2,421,563	2,742,486	3,151,884	(730,321)	-30%	3,373,333	(951,770)	-39%
845 SUPPORT AND CARE OF PERSONS	406,030	741,031	738,861	589,087	501,071	237,790	32%	599,463	139,398	19%
850 UTILITIES	7,637,528	7,914,538	7,517,535	7,755,716	9,478,198	(1,960,663)	-26%	9,357,636	(1,840,101)	-24%
855 INTEREST EXPENSE	-	35,000	86,768	-	-	86,768	100%	-	86,768	100%
880 TRANSFERS OUT	193,719,560	201,117,148	201,454,066	131,401,180	138,882,587	62,571,479	31%	175,132,587	26,321,479	13%
890 LOSS ON FIXED ASSETS	-	-	-	(3,381)	-	-		-	-	
Sub Total	$ 492,478,630	$ 522,495,945	$ 554,210,334	$ 454,316,219	$ 505,982,144	$ 48,228,190	9%	$ 675,170,219	$ (120,959,885)	-22%
CAPITAL OUTLAY										
910 LAND	$ -	$ -	$ -	$ 2,750	$ -	$ -		$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	13,106,000	16,297,950	15,767,950	14,291,720	16,512,924	(744,974)	-5%	17,224,681	(1,456,731)	-9%
920 CAPITAL EQUIPMENT	8,556,853	1,411,984	1,635,770	1,581,355	300,750	1,335,020	82%	683,433	952,337	58%
930 VEHICLES & CONSTRUCTION EQUIP	2,410,278	4,276,852	5,885,792	3,779,475	4,436,977	1,448,815	25%	3,856,649	2,029,143	34%
940 INFRASTRUCTURE	-	3,100,000	2,642,499	2,642,499	-	2,642,499	100%	1,000,000	1,642,499	62%
950 DEBT SERVICE	4,630,378	7,182,251	8,907,812	8,503,471	6,774,886	2,132,926	24%	8,471,509	436,303	5%
Sub Total	$ 28,703,509	$ 32,269,037	$ 34,839,823	$ 30,801,270	$ 28,025,537	$ 6,814,286	20%	$ 31,236,272	$ 3,603,551	10%
Fund Total	$ 761,648,789	$ 812,987,134	$ 840,114,569	$ 727,681,489	$ 786,574,446	$ 53,540,123	6%	$ 964,903,437	$ (124,788,868)	-15%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
SPECIAL REVENUE										
PERSONAL SERVICES										
701 REGULAR PAY	$ 174,036,463	$ 189,207,942	$ 203,136,908	$ 189,157,083	$ 201,251,666	$ 1,885,242	1%	$ 201,406,337	$ 1,730,571	1%
705 TEMPORARY PAY	4,349,455	3,951,683	3,917,277	4,387,196	4,303,318	(386,041)	-10%	4,067,379	(150,102)	-4%
710 OVERTIME	7,473,962	2,709,835	2,660,593	2,487,634	2,375,137	285,456	11%	2,230,988	429,605	16%
750 FRINGE BENEFITS	35,824,588	46,369,314	47,166,453	44,222,224	52,554,119	(5,387,666)	-11%	50,880,220	(3,713,767)	-8%
790 OTHER PERSONNEL SERVICES	608,618	8,122,123	8,121,268	6,347,570	3,292,783	4,828,485	59%	7,685,269	435,999	5%
795 PERSONNEL SERVICES ALLOC OUT	(564,492)	(8,405,577)	(14,690,225)	(11,385,538)	(11,908,527)	(2,781,698)	-19%	(11,068,899)	(3,621,326)	-25%
796 PERSONNEL SERVICES ALLOC IN	15,772,392	20,719,657	18,549,439	18,244,376	20,509,498	(1,960,059)	-11%	21,797,554	(3,248,115)	-18%
Sub Total	$ 237,500,985	$ 262,674,977	$ 268,861,713	$ 253,460,545	$ 272,377,994	$ (3,516,281)	-1%	$ 276,998,848	$ (8,137,135)	-3%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	$ 32,007,629	$ 24,712,878	$ 28,785,826	$ 22,017,104	$ 38,012,789	$ (9,226,963)	-32%	37,019,558	(8,233,732)	-29%
802 MEDICAL SUPPLIES	41,572,393	7,591,462	12,709,781	6,322,564	2,965,745	9,744,036	77%	3,015,588	9,694,193	76%
803 FUEL	1,209,461	2,111,688	2,119,899	1,662,951	1,731,948	387,951	18%	1,748,734	371,165	18%
804 NON-CAPITAL EQUIPMENT	5,023,280	3,658,230	3,884,105	2,773,156	6,827,673	(2,943,568)	-76%	2,276,536	1,607,569	41%
810 LEGAL SERVICES	1,160,312	2,393,981	2,065,074	978,589	943,436	1,121,638	54%	797,338	1,267,736	61%
811 HEALTH CARE SERVICES	9,274,899	6,723,195	5,835,599	9,108,671	7,933,470	(2,097,871)	-36%	7,936,103	(2,100,504)	-36%
812 OTHER SERVICES	63,526,269	68,530,288	70,931,246	57,904,943	57,315,168	13,616,078	19%	78,243,900	(7,312,654)	-10%
820 RENT & OPERATING LEASES	6,119,163	9,891,779	10,246,084	7,830,693	7,093,360	3,152,724	31%	8,154,076	2,092,008	20%
825 REPAIRS AND MAINTENANCE	7,057,410	7,704,482	8,348,236	7,177,244	8,992,606	(644,370)	-8%	9,034,159	(685,923)	-8%
830 INTERGOVERNMENTAL PAYMENTS	8,146,459	16,110,827	15,970,779	11,842,479	16,597,402	(626,623)	-4%	17,209,630	(1,238,851)	-8%
839 INTERNAL SERVICE CHARGES	14,125,478	13,944,965	13,906,953	14,057,845	14,830,047	(923,094)	-7%	14,538,809	(631,856)	-5%
842 TRAVEL & EDUCATION	3,017,945	3,727,893	3,700,308	3,157,686	3,558,977	141,331	4%	2,935,128	765,180	21%
843 POSTAGE/FREIGHT/SHIPPING	272,659	327,750	386,420	960,661	977,630	(591,210)	-153%	1,022,402	(635,982)	-165%
845 SUPPORT AND CARE OF PERSONS	257,230	5,682,417	5,675,517	5,558,851	5,563,076	112,441	2%	5,563,076	112,441	2%
850 UTILITIES	1,891,362	2,715,663	2,824,296	2,916,971	2,580,506	243,790	9%	2,571,834	252,462	9%
880 TRANSFERS OUT	110,097,596	191,198,869	193,298,869	193,698,244	236,233,595	(42,934,726)	-22%	231,271,796	(37,972,927)	-20%
890 LOSS ON FIXED ASSETS	(24,772)	-	-	5,242	-	-		-	-	
Sub Total	$ 304,734,774	$ 367,026,367	$ 380,688,992	$ 347,973,894	$ 412,157,428	$ (31,468,436)	-8%	$ 423,338,667	$ (42,649,675)	-11%
CAPITAL OUTLAY										
910 LAND	$ 80,895	$ 175,000	$ 17,500	$ -	$ -	$ 17,500	100%	$ -	$ 17,500	100%
915 BUILDINGS AND IMPROVEMENTS	5,596,570	37,182,420	34,044,919	10,392,916	16,326,987	17,717,932	52%	12,823,662	21,221,257	62%
920 CAPITAL EQUIPMENT	5,320,728	4,585,985	4,847,819	3,464,474	8,955,706	(4,107,887)	-85%	11,609,739	(6,761,920)	-139%
930 VEHICLES & CONSTRUCTION EQUIP	5,497,286	4,069,905	4,193,999	2,622,216	3,905,544	288,455	7%	3,978,583	215,416	5%
940 INFRASTRUCTURE	-	778,000	-	-	636,000	(636,000)		636,000	(636,000)	
950 DEBT SERVICE	1,618,681	2,105,546	8,078,134	7,246,863	1,740,826	6,337,308	78%	2,293,692	5,784,442	72%
Sub Total	$ 18,114,160	$ 48,896,856	$ 51,182,371	$ 23,726,469	$ 31,565,063	$ 19,617,308	38%	$ 31,341,676	$ 19,840,695	39%
Fund Total	$ 560,349,919	$ 678,598,200	$ 700,733,076	$ 625,160,908	$ 716,100,485	$ (15,367,409)	-2%	$ 731,679,191	$ (30,946,115)	-4%

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
DEBT SERVICE										
PERSONAL SERVICES										
SUPPLIES & SERVICES										
880 TRANSFERS OUT	-	-	-	-	-	-		200,000	(200,000)	
Sub Total	$ -	$ -	$ -	$ -	$ -	$ -		$ 200,000	$ (200,000)	
CAPITAL OUTLAY										
950 DEBT SERVICE	31,627,496	49,836,268	49,836,268	52,277,068	5,466,898	44,369,370	89%	43,680,899	6,155,369	12%
Sub Total	$ 31,627,496	$ 49,836,268	$ 49,836,268	$ 52,277,068	$ 5,466,898	$ 44,369,370	89%	$ 43,680,899	$ 6,155,369	12%
Fund Total	$ 31,627,496	$ 49,836,268	$ 49,836,268	$ 52,277,068	$ 5,466,898	$ 44,369,370	89%	$ 43,880,899	$ 5,955,369	12%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
CAPITAL PROJECTS										
PERSONAL SERVICES										
701 REGULAR PAY	$ 1,743,432	$ 727,341	$ 795,573	$ 1,964,067	$ 1,006,626	$ (211,053)	-27%	$ 2,211,718	$ (1,416,145)	-178%
705 TEMPORARY PAY	23,317	27,045	24,173	12,591	24,173	-	0%	24,173	-	0%
710 OVERTIME	27,758	-	-	12,991	-	-		-	-	
750 FRINGE BENEFITS	291,336	155,655	166,800	357,086	205,152	(38,352)	-23%	461,658	(294,858)	-177%
790 OTHER PERSONNEL SERVICES	-	35,787	35,787	66	25,500	10,287	29%	-	35,787	100%
795 PERSONNEL SERVICES ALLOC OUT	-	(503,280)	(579,785)	(510,074)	-	(579,785)	-100%	(2,750,707)	2,170,922	374%
796 PERSONNEL SERVICES ALLOC IN	-	3,929,134	10,129,134	6,057,235	1,292,531	8,836,603	87%	61,090	10,068,044	99%
Sub Total	$ 2,085,843	$ 4,371,682	$ 10,571,682	$ 7,893,962	$ 2,553,982	$ 8,017,700	76%	$ 7,932	$ 10,563,750	100%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	$ 5,980,808	$ 156,642	$ 156,642	$ 66,628	$ 315,318	$ (158,676)	-101%	-	156,642	100%
802 MEDICAL SUPPLIES	-	-	-	1	-	-		-	-	
803 FUEL	-	-	-	-	1,500	(1,500)		-	-	
804 NON-CAPITAL EQUIPMENT	48,011	99,110	99,110	31,791	61,500	37,610	38%	-	99,110	100%
810 LEGAL SERVICES	144,313	-	-	-	30,000	(30,000)		-	-	
812 OTHER SERVICES	21,043,447	31,684,135	21,659,883	14,942,946	4,500	21,655,383	100%	3,000	21,656,883	100%
820 RENT & OPERATING LEASES	101,678	138,400	138,400	135,333	148,060	(9,660)	-7%	-	138,400	100%
825 REPAIRS AND MAINTENANCE	4,708	-	-	-	-	-		-	-	
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	615	-	-		-	-	
839 INTERNAL SERVICE CHARGES	114,543	68,482	68,482	30,320	203,828	(135,346)	-198%	-	68,482	100%
842 TRAVEL & EDUCATION	261	20,593	20,593	11,624	21,600	(1,007)	-5%	-	20,593	100%
843 POSTAGE/FREIGHT/SHIPPING	19	1,000	1,000	334	2,000	(1,000)	-100%	-	1,000	100%
850 UTILITIES	3,158	5,600	5,600	5,393	9,600	(4,000)	-71%	-	5,600	100%
880 TRANSFERS OUT	38,740,925	-	6,000,000	6,000,000	-	6,000,000	100%	-	6,000,000	100%
Sub Total	$ 66,181,871	$ 32,173,962	$ 28,149,710	$ 21,224,985	$ 797,906	$ 27,351,804	97%	$ 3,000	$ 28,146,710	100%
CAPITAL OUTLAY										
910 LAND	$ 34,050,310	$ 16,237,112	$ 8,051,000	$ 12,065,025	$ 12,749,000	$ (4,698,000)	-58%	$ 12,749,000	$ (4,698,000)	-58%
915 BUILDINGS AND IMPROVEMENTS	150,620,089	359,180,650	339,129,428	233,401,580	285,641,434	53,487,994	16%	364,321,334	(25,191,906)	-7%
920 CAPITAL EQUIPMENT	437,777	-	5,000	-	-	5,000	100%	-	5,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	-	52,000	52,000	-	-	52,000	100%	51,000	1,000	2%
940 INFRASTRUCTURE	-	2,662,225	40,075,737	45,341,956	120,639,011	(80,563,274)	-201%	120,759,740	(80,684,003)	-201%
950 DEBT SERVICE	886,105	290,548	976	3,330	13,320	(12,344)	-1265%	13,320	(12,344)	-1265%
Sub Total	$ 185,994,281	$ 378,422,535	$ 387,314,141	$ 290,811,891	$ 419,042,765	$ (31,728,624)	-8%	$ 497,894,394	$ (110,580,253)	-29%
Fund Total	$ 254,261,995	$ 414,968,179	$ 426,035,533	$ 319,930,838	$ 422,394,653	$ 3,640,880	1%	$ 497,905,326	$ (71,869,793)	-17%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
ENTERPRISE										
PERSONAL SERVICES										
701 REGULAR PAY	$ 137,413,500	$ 108,253,651	$ 111,321,458	$ 116,853,754	$ 129,201,781	$ (17,880,323)	-16%	$ 129,291,715	$ (17,970,257)	-16%
705 TEMPORARY PAY	17,004	77,000	67,000	23,499	71,200	(4,200)	-6%	25,500	41,500	62%
710 OVERTIME	33,345	5,668,875	5,668,881	7,303,980	6,959,531	(1,290,650)	-23%	6,952,182	(1,283,301)	-23%
750 FRINGE BENEFITS	1,021,609	22,321,380	21,084,991	22,101,251	28,200,236	(7,115,245)	-34%	28,234,875	(7,149,884)	-34%
790 OTHER PERSONNEL SERVICES	-	5,422,180	5,355,098	3,398,390	2,606,566	2,748,532	51%	3,211,792	2,143,306	40%
795 PERSONNEL SERVICES ALLOC OUT	-	(33,135)	(67,562)	(8,445)	(9,253,814)	9,186,252	13597%	(9,396,931)	9,329,369	13809%
796 PERSONNEL SERVICES ALLOC IN	2,561	-	-	(18,400)	9,148,912	(9,148,912)		9,148,912	(9,148,912)	
Sub Total	$ 138,488,019	$ 141,709,951	$ 143,429,866	$ 149,654,029	$ 166,934,412	$ (23,504,546)	-16%	$ 167,468,045	$ (24,038,179)	-17%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	$ 37,825,391	$ 5,348,249	$ 6,226,205	$ 6,999,888	$ 6,751,449	$ (525,244)	-8%	8,509,353	(2,283,148)	-37%
802 MEDICAL SUPPLIES	339,586,741	40,840,839	41,079,974	40,098,633	48,365,768	(7,285,794)	-18%	48,676,277	(7,596,303)	-18%
803 FUEL	72,047	63,472	20,000	14,705	20,000	-	0%	14,705	5,295	26%
804 NON-CAPITAL EQUIPMENT	4,545	-	4,754,470	5,180,192	5,376,160	(621,690)	-13%	5,520,420	(765,950)	-16%
810 LEGAL SERVICES	-	-	-	52,000	5,000	(5,000)		-	-	
811 HEALTH CARE SERVICES	(143,523)	410,465,190	204,280,520	188,175,388	203,188,078	1,092,442	1%	203,188,078	1,092,442	1%
812 OTHER SERVICES	38,330,801	20,958,833	37,965,363	45,359,861	41,146,300	(3,180,937)	-8%	41,060,118	(3,094,755)	-8%
820 RENT & OPERATING LEASES	2,092,972	3,024,448	2,910,730	3,351,708	3,381,737	(471,007)	-16%	3,381,737	(471,007)	-16%
825 REPAIRS AND MAINTENANCE	3,040,541	3,266,613	2,871,058	3,450,292	3,875,604	(1,004,546)	-35%	3,850,952	(979,894)	-34%
830 INTERGOVERNMENTAL PAYMENTS	-	11,259	11,259	21,950	16,867	(5,608)	-50%	16,867	(5,608)	-50%
839 INTERNAL SERVICE CHARGES	7,877,488	6,098,003	5,972,297	6,412,466	7,813,002	(1,840,705)	-31%	7,843,506	(1,871,209)	-31%
842 TRAVEL & EDUCATION	4,575	737,488	836,978	759,912	802,173	34,805	4%	800,443	36,535	4%
843 POSTAGE/FREIGHT/SHIPPING	-	901,274	325,975	502,174	540,056	(214,081)	-66%	536,141	(210,166)	-64%
845 SUPPORT AND CARE OF PERSONS	(205,507)	-	195,823,155	187,915,654	186,084,300	9,738,855	5%	186,116,800	9,706,355	5%
850 UTILITIES	4,079,495	6,632,828	5,401,722	4,652,445	5,210,025	191,697	4%	5,215,187	186,535	3%
855 INTEREST EXPENSE	-	-	3,651,072	4,697,045	6,659,751	(3,008,679)	-82%	8,300,201	(4,649,129)	-127%
865 DEPRECIATION	-	41,080	11,068,944	-	15,381,019	(4,312,075)	-39%	-	11,068,944	100%
880 TRANSFERS OUT	50,370,700	24,060,664	69,956,164	93,625,369	71,088,307	(1,132,143)	-2%	126,978,376	(57,022,212)	-82%
Sub Total	$ 482,936,266	$ 522,450,240	$ 593,155,886	$ 591,269,682	$ 605,705,596	$ (12,549,710)	-2%	$ 650,009,161	$ (56,853,275)	-10%
CAPITAL OUTLAY										
915 BUILDINGS AND IMPROVEMENTS	2,205	19,982,056	-	1,409,642	-	-		3,994,200	(3,994,200)	
920 CAPITAL EQUIPMENT	-	2,921,080	-	6,348,217	-	-		5,829,927	(5,829,927)	
930 VEHICLES & CONSTRUCTION EQUIP	4,549	-	-	521,116	-	-		35,000	(35,000)	
950 DEBT SERVICE	6,994,756	5,709,625	2,058,553	1,450,120	1,640,450	418,103	20%	-	2,058,553	100%
Sub Total	$ 7,001,510	$ 28,612,761	$ 2,058,553	$ 9,729,095	$ 1,640,450	$ 418,103	20%	$ 9,859,127	$ (7,800,574)	-379%
Fund Total	$ 628,425,795	$ 692,772,952	$ 738,644,305	$ 750,652,806	$ 774,280,458	$ (35,636,153)	-5%	$ 827,336,333	$ (88,692,028)	-12%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
INTERNAL SERVICE										
PERSONAL SERVICES										
701 REGULAR PAY	$ 4,995,833	$ 5,287,973	$ 5,435,831	$ 5,272,850	$ 5,527,291	$ (91,460)	-2%	$ 5,451,136	$ (15,305)	0%
705 TEMPORARY PAY	60,368	89,616	101,872	71,670	76,383	25,489	25%	52,580	49,292	48%
710 OVERTIME	235,295	230,111	216,470	140,556	187,385	29,085	13%	187,536	28,934	13%
750 FRINGE BENEFITS	974,358	1,128,650	1,136,870	1,159,616	1,326,801	(189,931)	-17%	1,289,956	(153,086)	-13%
790 OTHER PERSONNEL SERVICES	44,559	-	-	38,951	-	-		31,580	(31,580)	
796 PERSONNEL SERVICES ALLOC IN	127,719	-	-	19,290	77,990	(77,990)		77,990	(77,990)	
Sub Total	$ 6,438,132	$ 6,736,350	$ 6,891,043	$ 6,702,933	$ 7,195,850	$ (304,807)	-4%	$ 7,090,778	$ (199,735)	-3%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	$ 5,450,342	$ 4,987,352	$ 5,034,167	$ 4,684,192	$ 4,458,136	$ 576,031	11%	5,579,768	(545,601)	-11%
803 FUEL	63,840	16,151	15,051	67,110	67,787	(52,736)	-350%	67,547	(52,496)	-349%
804 NON-CAPITAL EQUIPMENT	(205,382)	140,750	95,749	61,750	75,700	20,049	21%	75,700	20,049	21%
810 LEGAL SERVICES	3,974,312	2,233,964	3,189,636	3,189,636	3,189,635	1	0%	3,189,635	1	0%
811 HEALTH CARE SERVICES	-	2,400,000	2,400,000	1,200,000	2,600,000	(200,000)	-8%	-	2,400,000	100%
812 OTHER SERVICES	12,508,517	18,524,675	18,217,691	18,545,802	22,977,581	(4,759,890)	-26%	25,305,239	(7,087,548)	-39%
820 RENT & OPERATING LEASES	1,198,638	1,112,272	1,104,772	1,941,451	1,832,644	(727,872)	-66%	1,742,371	(637,599)	-58%
825 REPAIRS AND MAINTENANCE	3,698,097	2,513,389	2,424,837	2,513,279	2,287,049	137,788	6%	2,373,485	51,352	2%
830 INTERGOVERNMENTAL PAYMENTS	-	190,000	175,000	176,916	175,000	-	0%	175,000	-	0%
839 INTERNAL SERVICE CHARGES	2,988,957	1,817,096	1,795,346	1,758,239	1,836,850	(41,504)	-2%	1,803,173	(7,827)	0%
842 TRAVEL & EDUCATION	133,085	148,550	111,134	108,757	105,384	5,750	5%	98,384	12,750	11%
843 POSTAGE/FREIGHT/SHIPPING	4,642	3,300	2,750	10,980	6,250	(3,500)	-127%	5,950	(3,200)	-116%
845 SUPPORT AND CARE OF PERSONS	-	107,387	76,895	-	-	76,895	100%	-	76,895	100%
850 UTILITIES	4,880,612	4,179,990	4,164,990	5,867,922	3,778,786	386,204	9%	4,809,598	(644,608)	-15%
865 DEPRECIATION	-	258,825	258,825	-	667,920	(409,095)	-158%	-	258,825	100%
880 TRANSFERS OUT	825,072	1,111,470	1,111,470	1,111,470	893,210	218,260	20%	893,165	218,305	20%
Sub Total	$ 35,520,732	$ 39,745,171	$ 40,178,313	$ 41,237,504	$ 44,951,932	$ (4,773,619)	-12%	$ 46,119,015	$ (5,940,702)	-15%
CAPITAL OUTLAY										
915 BUILDINGS AND IMPROVEMENTS	-	80,000	30,000	31,000	30,000	-	0%	30,000	-	0%
920 CAPITAL EQUIPMENT	-	629,223	486,000	730,721	33,000	453,000	93%	488,000	(2,000)	0%
930 VEHICLES & CONSTRUCTION EQUIP	-	105,150	75,150	65,670	82,886	(7,736)	-10%	27,104	48,046	64%
950 DEBT SERVICE	45,871	27,600	58,740	58,740	80,915	(22,175)	-38%	231,131	(172,391)	-293%
Sub Total	$ 45,871	$ 841,973	$ 649,890	$ 886,131	$ 226,801	$ 423,089	65%	$ 776,235	$ (126,345)	-19%
Fund Total	$ 42,004,735	$ 47,323,494	$ 47,719,246	$ 48,826,568	$ 52,374,583	$ (4,655,337)	-10%	$ 53,986,028	$ (6,266,782)	-13%

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT
MARICOPA COUNTY & DISTRICTS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	Requested vs Revised Variance	%	FY 2002-03 Adopted	Adopted vs Revised Variance	%
ELIMINATIONS										
PERSONAL SERVICES										
SUPPLIES & SERVICES										
811 HEALTH CARE SERVICES	-	(77,049,912)	(76,299,912)	(48,658,384)	(57,173,163)	(19,126,749)	-25%	(58,723,163)	(17,576,749)	-23%
812 OTHER SERVICES	-	(2,400,000)	(3,582,344)	(3,103,072)	(2,600,000)	(982,344)	-27%	(2,600,000)	(982,344)	-27%
839 INTERNAL SERVICE CHARGES	-	(39,770,634)	(39,975,892)	(41,549,502)	(43,930,743)	3,954,851	10%	(45,633,576)	5,657,684	14%
845 SUPPORT AND CARE OF PERSONS	-	(16,000,000)	(16,000,000)	(13,435,349)	(13,342,861)	(2,657,139)	-17%	(13,342,861)	(2,657,139)	-17%
880 TRANSFERS OUT	-	(417,488,151)	(471,820,569)	(425,836,263)	(447,097,699)	(24,722,870)	-5%	(534,475,924)	62,655,355	13%
Sub Total	$ -	$ (552,708,697)	$ (607,678,717)	$ (532,582,570)	$ (564,144,466)	$ (43,534,251)	-7%	$ (654,775,524)	$ 47,096,807	8%
CAPITAL OUTLAY										
Fund Total	$ -	$ (552,708,697)	$ (607,678,717)	$ (532,582,570)	$ (564,144,466)	$ (43,534,251)	-7%	$ (654,775,524)	$ 47,096,807	8%

General Government Expenditure Summary

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
DEPARTMENT 470 - GENERAL GOVERNMENT					
General Fund (100)					
4711 - Contingency					
General Contingency	$ 14,427,096	$ 9,483,745	$ -	$ 19,988,251	$ (10,504,506)
Reserved Items					
Chief Information Officer	$ 50,000	$ 50,000	$ -	$ -	$ 50,000
Clerk of the Superior Court: Docketing Staff NWSC	-	-	-	50,000	(50,000)
Clerk of the Superior Court: EDMS	1,597,094	1,597,094	-	-	1,597,094
Clerk of the Superior Court: NW Regional Court	300,000	277,000	-	-	277,000
County Attorney: CAIS Programmer	75,000	18,149	-	-	18,149
County Attorney: Data Entry Night Shift	341,225	142,309	-	-	142,309
County Attorney: Electronic Crimes Program	371,371	154,738	-	-	154,738
County Attorney: Health Care Services	-	-	-	100,000	(100,000)
Court Appointed Counsel: Caseload	2,680,937	2,680,937	-	-	2,680,937
Court Appointed Counsel: Caseload (Civil)	676,552	676,552	-	-	676,552
Employee Initiatives	-	-	-	6,700,000	(6,700,000)
Facilities Management: Janitorial Contract	150,000	150,000	-	-	150,000
Helicopter Payoff		700,000	-	-	700,000
Justice Courts: Pending Leases	26,266	26,266	-	-	26,266
Materials Management: Procurement Trainer	45,197	45,197	-	-	45,197
New Admin. Services Building	-	-	-	98,392	(98,392)
Office of Contract Counsel: Additional Costs	-	-	-	3,000,000	(3,000,000)
Parks and Recreation: Park Police Retirement	172,045	172,045	-	-	172,045
Salary Adjustment Contingency	7,000,000	2,441,447	-	-	2,441,447
Sheriff: Overtime	366,240	366,240	-	300,000	66,240
Superior Court: Pretrial Svcs. Staff	258,685	-	-	-	-
Superior Court: Court Reporters	250,000	-	-	-	-
Superior Court: NW Reg. Court - Operating	282,723	-	-	-	-
State Budget Cuts	-	-	-	1,934,137	(1,934,137)
Technology Reserve	-	-	-	500,000	(500,000)
Total Compensation: CY 2003 Fixed Ben. Increase	-	-	-	4,780,754	(4,780,754)
Subtotal	$ 29,070,431	$ 18,981,719	$ -	$ 37,451,534	$ (18,469,815)
4712 - Other General Fund Programs					
Article V Procurement	$ -	$ -	$ -	$ 100,000	$ (100,000)
Base-level Internal Service Charges	13,107,154	13,107,154	13,107,154	14,856,873	(1,749,719)
Board NW Regional Facilities Charge	5,280	5,280	5,280	5,280	-
Board Resolution (9/11 Reward Fund)	-	10,000	-	10,000	-
Citizens Tax Education	200,000	200,000	200,000	350,000	(150,000)
Clerk of the Superior Court: NW Regional Court	-	23,000	23,000	-	23,000
Correctional Health Overrun	-	-	1,400,000	-	-
Customer Satisfaction Survey	125,000	89,000	45,000	89,000	-
Emergency Management: Disaster Relief	50,000	50,000	-	50,000	-
Human Resources Peak Performers	-	75,338	75,338	100,000	(24,662)
Jail Excise Tax Maintenance of Effort (MOE)	101,186,962	101,523,880	101,523,880	120,866,924	(19,343,044)
Office of Contract Counsel Overrun	-	-	1,000,000	-	-
Parks and Recreation: Equip. Purchase from McDot	-	50,800	50,800	-	50,800
Public Works Administrative Charges	45,816	45,816	45,816	13,447	32,369
Security Bldg. Mgmt. Contract/Lease	84,215	27,000	-	7,500	19,500
Sheriff: Equipment for Wrecked Vehicles	-	-	-	100,000	(100,000)
Special Master	-	100,000	-	100,000	-
Superior Court: NW Regional Court	-	282,723	261,211	-	282,723
Vector Control	-	68,726	-	100,000	(31,274)
Vehicle Replacement	3,833,202	5,390,142	3,589,149	3,691,649	1,698,493
West Tempe Justice Court (Moving & Equipment)	-	200,000	200,000	-	200,000
Subtotal	$ 118,637,629	$ 121,248,859	$ 121,526,628	$ 140,440,673	$ (19,191,814)

General Government Expenditure Summary (Continued)

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
4713 - Debt Service/Cap. Lease	$ 5,894,104	$ 5,894,104	$ 5,847,604	$ 6,392,749	$ (498,645)
4721 - Dues and Memberships	$ 284,752	$ 284,752	$ 150,565	$ 237,804	$ 46,948
4722 - Taxes and Assessments	$ 90,000	$ 90,000	$ 89,188	$ 98,778	$ (8,778)
4724 - Consultants	$ 2,315,003	$ 2,310,003	$ 1,747,654	$ 2,296,334	$ 13,669
4726 - Tuition Reimbursement	$ 1,300,000	$ 1,300,000	$ 1,164,869	$ 1,500,000	$ (200,000)
4732 - Major Maintenance	$ 9,522,271	$ 9,064,770	$ 7,503,546	$ 7,949,681	$ 1,115,089
4741 - Tax Appeal Cases	$ 700,000	$ 700,000	$ 644,542	$ 1,300,000	$ (600,000)
4742 - Judgements	$ 500,000	$ 500,000	$ 463,293	$ 500,000	$ -
4743 - Outside Legal Counsel	$ 1,700,000	$ 1,700,000	$ 1,258,772	$ 1,500,000	$ 200,000
4750 - District Special Projects					
District 1	$ 20,000	$ 8,000	$ 2,632	$ 8,000	$ -
District 2	20,000	8,000	-	8,000	-
District 3	20,000	8,000	-	8,000	-
District 4	20,000	8,000	-	8,000	-
District 5	20,000	8,000	6,600	8,000	-
Subtotal	$ 100,000	$ 40,000	$ 9,232	$ 40,000	$ -
4771 - Indigent Burials	$ 400,000	$ 400,000	$ 328,576	$ 400,000	$ -
4774 - Non-Profit Funding					
Genomics Project	$ -	$ -	$ -	$ 1,000,000	$ (1,000,000)
Other Non-Profit Funding	1,114,776	1,114,776	1,114,776	1,139,776	(25,000)
Subtotal	$ 1,114,776	$ 1,114,776	$ 1,114,776	$ 2,139,776	$ (1,025,000)
4775 - Accommodation Schools	$ 365,000	$ 365,000	$ 365,000	$ 365,000	$ -
4776 - Cooperative Extension	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -
Total General Fund	**$ 172,223,966**	**$ 164,223,983**	**$ 142,444,245**	**$ 202,842,329**	**$ (38,618,346)**
Waste Management Fund (210)					
4751 - District 1	$ 20,509	$ 20,509	$ 10,253	$ 20,325	$ 184
4752 - District 2	24,261	24,261	15,629	32,504	(8,243)
4753 - District 3	27,628	27,628	13,812	39,371	(11,743)
4754 - District 4	26,763	26,763	13,380	36,706	(9,943)
4755 - District 5	11,099	11,099	5,549	22,842	(11,743)
4756 - Summer Youth/Scholarship	20,000	20,000	-	-	20,000
4757 - Illegal Dumping Program	100,000	100,000	49,998	100,000	-
4758 - Mobile Comm. Council Requests	58,498	58,498	29,248	58,498	-
4758 - Potential Fee Increases (Environmental, Public Adult Prob., Planning & Development)	-	-	-	3,596,068	(3,596,068)
Total Waste Management Fund	**$ 288,758**	**$ 288,758**	**$ 137,869**	**$ 3,906,314**	**$ (3,617,556)**
General Government Grants Fund (249)					
4711 - State Criminal Alien Assistance Program (SCAAP)	$ 10,721,425	$ 10,721,425	$ 2,100,000	$ 17,766,301	$ (7,044,876)

General Government Expenditure Summary (Continued)

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
Detention Fund (255)					
4711 - Contingency					
Contingency - Detention Fund Operating	$ 2,000,000	$ 2,000,000	$ -	$ 2,000,000	$ -
Reserved Items					
Compensation Reserve	$ 1,500,000	$ -	$ -	$ 1,500,000	$ (1,500,000)
Correctional Health: Pharmaceutical Increase	350,000	350,000	-	-	350,000
ICJIS: Info. Security Officer	21,546	21,546	-	-	21,546
Sheriff: Overtime	-	-	-	150,000	(150,000)
Sheriff: Repairs and Maintenance	-	-	-	200,000	(200,000)
Sheriff: Sexually Violent Predator Mandate	200,000	200,000	-	-	200,000
Subtotal	$ 4,071,546	$ 2,571,546	$ -	$ 3,850,000	$ (1,278,454)
4712 - Other Detention Fund Programs					
Sheriff: Recruiting Expenses	$ 500,000	$ 500,000	$ 100,000	$ 500,000	$ -
Subtotal	$ 500,000	$ 500,000	$ 100,000	$ 500,000	$ -
4732 - Major Maintenance	$ 3,287,000	$ 3,942,250	$ 3,393,380	$ 4,479,000	$ (536,750)
Total Detention Fund	**$ 7,858,546**	**$ 7,013,796**	**$ 3,493,380**	**$ 8,829,000**	**$ (1,815,204)**
Bond Debt Servicing Fund (312)					
4710 - Debt Service	$ 22,160,035	$ 22,160,035	$ 21,655,552	$ 21,347,350	$ 812,685
County Improvement Debt Fund (320)					
4710 - County Improvement Debt	$ 21,966,823	$ 21,966,823	$ 25,045,497	$ 18,293,455	$ 3,673,368
County Improvement Fund (435)					
Capital Projects					
4713 - Infrastructure Systems	$ 66,003,562	$ 63,003,562	$ 26,859,775	$ 88,867,183	$ (25,863,621)
Intergovernmental Capital Projects Fund (422)					
4713 - Intergovernmental Capital Projects	$ -	$ 2,100,000	$ 1,935,301	$ 21,915,097	$ (19,815,097)
Total All Funds	**$ 301,223,115**	**$ 291,478,382**	**$ 223,671,619**	**$ 383,767,029**	**$ (92,288,647)**

Appropriated Fund Balance Expenditure Summary

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
DEPARTMENT 480 - APPROPRIATED FUND BALANCE					
General Fund (100)					
4811 - Contingency					
General Contingency	$ -	$ -	$ -	$ 16,333,548	$ (16,333,548)
Reserved Items					
County Attorney: CAIS Enhancements	$ 156,900	$ -	$ -	$ -	$ -
Facility Start-Up Contingency	-	-	-	2,000,000	(2,000,000)
HR/Financial System Upgrades	-	-	-	10,000,000	(10,000,000)
Materials Management: E-Procurement	-	-	-	700,000	(700,000)
Pre-Paid Enterprise Software License	-	-	-	10,000,000	(10,000,000)
Relocations	-	-	-	2,500,000	(2,500,000)
Sheriff: Central Service Complex Voice System	-	-	-	654,433	(654,433)
Sheriff: Records Management System	-	-	-	1,110,873	(1,110,873)
Superior Court: NW Reg. Court - Start-Up	586,641	-	-	-	-
Telecommunications: Capital Projects	145,000	145,000	-	500,000	(355,000)
Technology Projects	2,343,100	1,562,718	-	3,000,000	(1,437,282)
Subtotal	$ 3,231,641	$ 1,707,718	$ -	$ 46,798,854	$ (45,091,136)
4812 - Other General Fund Programs					
Animal Control: Vehicle Replacement/Subsidy	$ 406,400	$ 406,400	$ 152,184	$ -	$ 406,400
Assessor: GIS Enhancement	270,089	296,887	296,887	-	296,887
Clerk of the Court: Conversion of Minutes	-	48,000	48,000	-	48,000
County Admin. Officer: Video Prod. Equip	14,000	14,000	-	250,000	(236,000)
County Attorney: Admin. 2nd Floor Remodel	230,000	230,000	-	-	230,000
County Attorney: CAIS Phase II + Carryover	75,500	155,246	98,579	-	155,246
County Attorney: CAIS Enhancements	-	156,900	-	-	156,900
County Attorney: Microsoft Exchange	-	170,000	81,791	-	170,000
Desert Vista Courtroom Project	-	550,000	36,929	-	550,000
DOME: Relocation to Psych Annex	-	150,000	49,264	-	150,000
E-Jamis One Time	-	292,638	100,000	-	292,638
Finance: Info Advantage Carryover	-	40,000	18,900	21,100	18,900
Materials Management: E-Procurement System	1,808,657	1,808,657	-	-	1,808,657
Medical Examiner: Move Related Expenses	-	-	-	20,000	(20,000)
Sale of Helicopter	-	1,000,000	1,000,000	-	1,000,000
Sheriff: Match/Neighborhood Narc. Enf. Grant	172,149	172,149	8,904	-	172,149
Sheriff: Match/Boat House Grant	20,449	20,449	-	-	20,449
Sheriff: Match/Ed. And First Aid Center Grant	31,105	31,105	-	-	31,105
Superior Court: ACS/CMS/JCS Replacement	873,000	173,000	-	-	173,000
Superior Court: NW Regional Court - Start-Up	-	586,641	586,641	-	586,641
800MHZ Radio @ MIHS	-	150,000	-	-	150,000
Maricopa County Regional Trails Master Plan	-	-	-	250,000	(250,000)
Subtotal	$ 3,901,349	$ 6,452,072	$ 2,478,079	$ 541,100	$ 5,910,972
4813 - Infrastructure/CIP					
Transfer to Bond Debt Servicing Fund (312)	$ 81,740,523	$ 81,740,523	$ -	$ -	$ 81,740,523
Transfer to Intergov. Capital Projects Fund (422)	-	-	-	-	-
Transfer to County Improvement Fund (435)	-	-	-	36,846,000	(36,846,000)
Wittell Phone System (carryover)	828,118	828,118	828,118	-	828,118
Subtotal	$ 82,568,641	$ 82,568,641	$ 828,118	$ 36,846,000	$ 45,722,641
4824 - Consultants					
Childcare Survey Funding Carryover	$ 11,250	$ 11,250	$ 11,250	$ -	$ 11,250
Homeless Campus Study Carryover	25,000	25,000	25,000	-	25,000
Space Planning Aperture Consultant FMD	160,000	160,000	131,747	100,000	60,000
Subtotal	$ 196,250	$ 196,250	$ 167,997	$ 100,000	$ 96,250
4832 - Major Maintenance	$ 9,870,679	$ 9,870,679	$ 9,442,679	$ 10,275,000	$ (404,321)
Total General Fund	**$ 99,768,560**	**$ 100,795,360**	**$ 12,916,873**	**$ 94,560,954**	**$ 6,234,406**

Appropriated Fund Balance Expenditure Summary (Continued)

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
DEPARTMENT 480 - APPROPRIATED FUND BALANCE					
Detention Fund (255)					
4811 - Contingency					
General Contingency	$ -	$ -	$ -	$ 5,000,000	$ (5,000,000)
CIP Contingency	10,000,000	10,000,000	-	-	$ 10,000,000
Reserved Items					
Facility Start-Up Contingency	$ -	$ -	$ -	$ 250,000	$ (250,000)
ICJIS: Moving Costs	-	-	-	93,000	(93,000)
ICJIS: Tenant Improvements	-	-	-	250,000	(250,000)
Juvenile Probation: Software for RTC	-	-	-	250,000	(250,000)
Telecom: Durango Failities Management	-	-	-	280,000	(280,000)
Telecom: Durango JuvenileCourt & Detention	-	-	-	1,000,000	(1,000,000)
Telecom: Durango Parking Structure	-	-	-	32,700	(32,700)
Telecom: Durango Parks Building	-	-	-	200,000	(200,000)
Telecom: Mesa Juvenile Court & Detention	-	-	-	500,000	(500,000)
Telecom: Residential Treatment Center	-	-	-	100,000	(100,000)
Telecom: Adult Facilities Data Equipment	-	-	-	1,035,000	(1,035,000)
Sheriff: Central Service Complex Voice System	-	-	-	8,279,771	(8,279,771)
Sheriff: New Jail Pre-Booking System	-	-	-	154,601	(154,601)
Sheriff: Nicevision Security System	-	-	-	5,734,506	(5,734,506)
Sheriff: Records Management System	250,000	250,000	-	476,088	(226,088)
Subtotal	$ 10,250,000	$ 10,250,000	$ -	$ 23,635,666	$ (13,385,666)
4812 - Other Detention Fund Programs					
Detention CIP Fund Transfer	$ 84,726,011	$ 84,726,011	$ 84,726,011	$ 98,888,712	$ (14,162,701)
ICJIS: Parallel Projects	400,000	400,000	-	-	400,000
Relocations	500,000	500,000	150,000	-	500,000
Sheriff: Jail Crimes and Intelligence	56,551	56,551	15,260	-	56,551
Sheriff: Refrigerated Trucks	3,410,946	3,410,946	900,000	-	3,410,946
Subtotal	$ 89,093,508	$ 89,093,508	$ 85,791,271	$ 98,888,712	$ (9,795,204)
4832 - Major Maintenance	$ 2,403,000	$ 1,747,749	$ 1,891,831	$ 3,320,000	$ (1,572,251)
Total Detention Fund	**$ 101,746,508**	**$ 101,091,257**	**$ 88,233,102**	**$ 125,844,378**	**$ (24,753,121)**
Total All Funds	**$ 201,515,068**	**$ 201,886,617**	**$ 101,149,975**	**$ 220,405,332**	**$ (18,518,715)**

Major Maintenance Project Summary

Maricopa County defines major maintenance as a category of non-routine projects comprised of major maintenance or upgrades to facilities and/or equipment that will achieve demonstrable savings in operational cost, extend the useful life of assets, or achieve at least ten percent savings in current energy consumption. Each project cost must exceed $20,000 for it to be classified as a major maintenance item. Examples of Major Maintenance projects include replacing heating, ventilation, and cooling (HVAC) systems, replacing roofs, repairing building exteriors, retrofitting light fixtures, installing variable drive fan motors, installing energy management systems, etc. Maintenance projects costing less than $20,000 will be treated as Facilities base-level or discretionary services, and charged accordingly (refer to Internal Charges section).

Several examples of approved permanent fixes to long-term maintenance issues included in the FY 2002-03 budget are provided below:

Durango Juvenile Probation Building: The completion of this project is necessary because Juvenile Probation's existing facility located in Durango, building 1704, is in need of asbestos and lead paint abatement, and HVAC system replacement. Juvenile Probation employees require temporary office space while building 1704 is under-going abatement and renovation. This project is for the temporary office space only in building 1916, located at 3345 West Durango Street in Phoenix. Completion of this project will allow Juvenile Probation to be temporarily relocated during the abatement and renovation of building 1704 in Durango. Upon completion of the renovations to building 1704 and its reoccupation by Juvenile Probation, this facility will be used as swing space for other departments in similar situations and for future expansion space as approved by the Facilities Review Committee. The FY2003 Budget for this project is $720,000. The cost to construct a new facility is estimated at $1,449,184, a savings of $729,184.

Security Center Building - Replace Boilers: This project involves the replacement of two of the three existing boilers in this facility. Their condition is very poor, they are outdated (vintage 1929 and 1961), and they do not comply with current boiler code requirements. This project will ensure the proper operation of the facility in the cooler months and will lower operating costs by an estimated $10,000 per fiscal year. The FY2003 budget for this project is $400,000.

West Courts Building - Replace Generators: The existing two forty-year-old emergency generators, and their transfer switches and switch gears, require replacement because increased total electrical power demand is required to meet new life-safety building code requirements, repair parts are almost impossible to obtain, and because they are now in service far beyond their normal life span. These emergency generators provide service to the entire downtown Phoenix Superior Courts and Sheriff's Complex. With the completion of this project, the emergency generator system will be able to meet the requirements of the Superior Court and Sheriff's Complex life-safety building requirements in a reliable manner. The FY2003 budget for this project is $900,000.

Avondale MCSO Substation Improvements: The scope of the work includes renovation of two restrooms for ADA compliance, HVAC system and electrical service modifications, security system upgrades for the building and equipment storage yard, landscaping, and the addition of needed patrol car parking pavement. Completion of this project will ensure code compliance of the facility and will extend is useful life for future operations. The FY2003 budget for this project is $350,000. The cost to construct a new facility is estimated at $1,724,280.

Administration Building Elevator Renovation: This project is necessary to return the Administration Building elevator system to a satisfactory state of operational condition through the replacement of all major hoist and control components that have become obsolete and are no longer capable of meeting the performance requirements of the building. The new system will have the intelligence capability to position cars to where they best serve building occupants throughout a given day, thus reducing wait time. Additionally, elevator car travel speed will also be increased.

The FY2003 budget for this project is $849,139. The alternative would be to replace the existing elevators. The cost to remove and replace the existing elevators is estimated in excess of $3,000,000.

Public Meeting Space Improvements/Renovations (Board of Supervisors Auditorium – Renovation): This project involves the upgrading of the outdated audio-visual system, interior lighting improvements, replacement of countertops containing environmentally hazardous material, replacement of the audio-visual lectern, and remodeling of the audio-visual equipment control booth. By completing this project the Board of Supervisors Auditorium will be outfitted with up-to-date audio-visual equipment, which will facilitate improved information dissemination for the attending and viewing public, and bring the building into compliance with environmental codes. The FY2003 budget for this project is $500,000.

	YEAR 1 FY 2002-03	YEAR 2 FY 2003-04	YEAR 3 FY 2004-05	YEAR 4 FY 2005-06	YEAR 5 FY 2006-07	5-YEAR TOTAL
470 GENERAL GOVERNMENT						
Ongoing Major Maintenance						
General Fund (Fund 100) - Countywide Projects						
ADMINISTRATION INFRASTRUCTURE IMPROVEMENTS	$ 1,030,000	$ 470,000	$ -	$ -	$ -	$ 1,500,000
ANNUAL COUNTY WIDE MAINTENANCE PROGRAMS	2,679,498	3,662,498	3,662,498	3,662,498	3,662,498	17,329,490
BOS AUDITORIUM INFRASTRUCTURE IMPROVEMENTS	-	30,000	-	-	-	30,000
CENTRAL COURTS INFRASTRUCTURE IMPROVEMENTS	-	750,000	-	-	-	750,000
CODE COMPLIANCE RESERVE	200,000	580,000	520,000	600,000	600,000	2,500,000
DURANGO JUVENILE INFRASTRUCTURE IMPROVEMENTS	720,000	-	-	-	-	720,000
EAST COURTS INFRASTRUCTURE IMPROVEMENTS	320,000	680,000	150,000	-	-	1,150,000
PROGRAM FEES	832,886	880,000	880,000	880,000	880,000	4,352,886
SECURITY CENTER INFRASTRUCTURE IMPROVEMENTS	700,000	700,000	700,000	700,000	700,000	3,500,000
SUPERIOR COURT INFRASTRUCTURE IMPROVEMENTS	50,000	100,000	100,000	100,000	100,000	450,000
S.E. REGIONAL INFRASTRUCTURE IMPROVEMENTS	190,000	50,000	-	-	-	240,000
WEST COURT INFRASTRUCTURE IMPROVEMENTS	180,000	860,000	-	-	-	1,040,000
5TH AVENUE PARKING INFRASTRUCTURE IMPROVEMENTS	20,000	20,000	20,000	20,000	20,000	100,000
UNALLOCATED	438,444	-	-	-	-	438,444
Subtotal Gen Fund - Countywide Projects	$ 7,360,828	$ 8,782,498	$ 6,032,498	$ 5,962,498	$ 5,962,498	$ 34,100,820
General Fund (Fund 100) - Parks & Recreation Projects						
BUCKEYE HILLS RECREATION AREA	$ 78,640	$ -	$ -	$ -	$ -	$ 78,640
CAVE CREEK ET BED	249,400	-	-	-	-	249,400
ESTRELLA CAMPGROUND DESIGN	260,813	-	-	-	-	260,813
Subtotal Gen Fund - Parks & Rec Projects	$ 588,853	$ -	$ -	$ -	$ -	$ 588,853
Total General Fund Projects (Fund 100)	$ 7,949,681	$ 8,782,498	$ 6,032,498	$ 5,962,498	$ 5,962,498	$ 34,689,673
Detention Operations (Fund 255)						
ANNUAL DETENTION FACILITIES MAINTENANCE PROGRAMS	$ 1,025,000	$ 1,652,000	$ 2,100,000	$ 2,250,000	$ 2,150,000	$ 9,177,000
CODE COMPLIANCE RESERVE	100,000	300,000	300,000	300,000	300,000	1,300,000
DURANGO JAIL INFRASTRUCTRE IMPROVEMENTS	795,000	850,000	2,000,000	-	-	3,645,000
DURANGO JUVENILE INFRASTRUCTURE IMPROVEMENTS	889,000	11,150,000	-	-	-	12,039,000
ESTRELLA JAIL INFRASTRUCTURE IMPROVEMENTS	435,000	50,000	50,000	50,000	50,000	635,000
MADISON JAIL INFRASTRUCTURE IMPROVEMENTS	100,000	1,630,000	-	-	-	1,730,000
MAIN JAIL INFRASTRUCTURE IMPROVEMENTS	-	150,000	-	-	-	150,000
MCSO/SUBSTATION(2853) INFRASTRUCTURE IMPROVEMENTS	-	75,000	-	-	-	75,000
S.E. JUVENILE INFRASTRUCTURE IMPROVEMENTS	210,000	208,000	-	-	-	418,000
TOWERS JAIL INFRASTRUCTURE IMPROVEMENTS	425,000	25,000	25,000	25,000	25,000	525,000
UNALLOCATED	500,000	-	-	-	-	500,000
Subtotal Detention Operations (Fund 255)	$ 4,479,000	$ 16,090,000	$ 4,475,000	$ 2,625,000	$ 2,525,000	$ 30,194,000
TOTAL - 470 GENERAL GOVERNMENT	**$ 12,428,681**	**$ 24,872,498**	**$ 10,507,498**	**$ 8,587,498**	**$ 8,487,498**	**$ 64,883,673**
480 APPROPRIATED FUND BALANCE						
Deferred Major Maintenance						
General Fund (Fund 100)						
BLUE POINT INFRASTRUCTURE IMPROVEMENTS	$ -	$ 100,000	$ -	$ -	$ -	$ 100,000
CENTRAL COURT BUILDING INFRASTRUCTURE	900,000	610,000	100,000	-	-	1,610,000
DURANGO JAIL INFRASTRUCTURE IMPROVEMENTS	-	100,000	-	-	-	100,000
DURANGO JUVENILE INFRASTRUCTURE IMPROVEMENTS	1,330,000	100,000	-	-	-	1,430,000
EAST COURT INFRASTRUCTURE IMPROVEMENTS	1,275,000	2,655,000	2,760,000	2,890,000	3,020,000	12,600,000
HOMELESS CLINIC INFRASTRUCTURE IMPROVEMENTS	-	50,000	-	-	-	50,000
JUSTICE COURTS INFRASTRUCTURE IMPROVEMENTS	250,000	-	-	-	-	250,000
MATERIAL MANAGEMENT INFRASTRUCTURE IMPROVEMENTS	350,000	-	-	-	-	350,000
MCSO CMPTR CNTR INFRASTRUCTURE IMPROVEMENTS	300,000	-	-	-	-	300,000
MCSO/RECORDS INFRASTRUCTURE IMPROVEMENTS	-	200,000	-	-	-	200,000
MCSO/SUBSTATION IMPROVEMENTS	350,000	150,000	-	-	-	500,000
OLD COURT HOUSE BUILDING IMPROVEMENTS	2,100,000	2,800,000	2,000,000	1,300,000	-	8,200,000
PUBLIC MEETING SPACE IMPROVEMENTS/RENOVATIONS	500,000	-	-	-	-	500,000
SANTA FE DEPOT BUILDING IMPROVEMENTS	200,000	-	-	-	-	200,000
SECURITY CENTER INFRASTRUCTURE IMPROVEMENTS	300,000	-	-	-	-	300,000
S.E. REGIONAL INFRASTRUCTURE IMPROVEMENTS	150,000	-	-	-	-	150,000
WEST COURT INFRASTRUCTURE IMPROVEMENTS	1,720,000	1,260,000	920,000	-	-	3,900,000
911 INFRASTRUCTURE IMPROVEMENTS	50,000	100,000	-	-	-	150,000
UNALLOCATED	500,000	-	-	-	-	500,000
Subtotal General Fund (Fund 100)	$ 10,275,000	$ 8,125,000	$ 5,780,000	$ 4,190,000	$ 3,020,000	$ 31,390,000

Major Maintenance Project Summary (Continued)

	YEAR 1 FY 2002-03	YEAR 2 FY 2003-04	YEAR 3 FY 2004-05	YEAR 4 FY 2005-06	YEAR 5 FY 2006-07	5-YEAR TOTAL
Detention Operations (Fund 255)						
DURANGO JAIL INFRASTRUCTURE IMPROVEMENTS	$ 1,900,000	$ 2,100,000	$ 200,000	$ 200,000	$ 400,000	$ 4,800,000
DURANGO JUVENILE INFRASTRUCTURE IMPROVEMENTS	300,000	300,000	-	-	-	600,000
ESTRELLA JAIL INFRASTRUCTURE IMPROVEMENTS	-	-	-	3,000,000	33,000,000	36,000,000
MADISON JAIL INFRASTRUCTURE IMPROVEMENTS	870,000	32,000,000	48,000,000	-	-	80,870,000
MAIN JAIL INFRASTRUCTURE IMPROVEMENTS	-	150,000	150,000	150,000	1,800,000	2,250,000
S.E. JUVENILE INFRASTRUCTURE IMPROVEMENTS	-	100,000	-	-	-	100,000
TOWERS JAIL INFRASTRUCTURE IMPROVEMENTS	250,000	3,850,000	3,100,000	25,000,000	150,000	32,350,000
Subtotal Detention Operations (Fund 255)	$ 3,320,000	$ 38,500,000	$ 51,450,000	$ 28,350,000	$ 35,350,000	$ 156,970,000
TOTAL - 480 APPROPRIATED FUND BALANCE	**$ 13,595,000**	**$ 46,625,000**	**$ 57,230,000**	**$ 32,540,000**	**$ 38,370,000**	**$ 188,360,000**
900 MARICOPA MEDICAL CENTER						
Hospital Fund (Fund 535)						
DESERT VISTA INFRASTRUCTURE IMPROVEMENTS	$ 185,000	$ -	$ -	$ -	$ -	$ 185,000
LAUNDRY FACILITY IMPROVEMENTS	28,147	-	-	-	-	28,147
POWER PLANT IMPROVEMENTS	1,200,000	-	-	-	-	1,200,000
MEDICAL CENTERL INFRASTRUCTURE IMPROVEMENTS	930,000	-	-	-	-	930,000
UNALLOCATED	-	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000
Subtotal Hospital Fund (Fund 535)	$ 2,343,147	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 12,343,147
TOTAL - 900 MARICOPA MEDICAL CENTER	**$ 2,343,147**	**$ 2,500,000**	**$ 2,500,000**	**$ 2,500,000**	**$ 2,500,000**	**$ 12,343,147**

Health Care Mandates Revenue and Expenditure Detail Report

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
Department 390					
General Fund (100)					
Revenue					
Disproportionate Share Refund	$ -	$ 45,895,500	$ 45,895,500	$ 101,760,800	$ 55,865,300
Long Term Care Residual:					
Nursing Home Care	13,597	13,597	31,097	52,848	39,251
Home Care	79,447	79,447	33,303	-	(79,447)
Total General Fund Revenue	$ 93,044	$ 45,988,544	$ 45,959,900	$ 101,813,648	$ 55,825,104
Expenditures					
Administration					
Contract Monitoring	$ 170,787	$ 73,657	$ 29,967	$ 150,000	$ (76,343)
Healthcare Mandates Consulting	1,250,000	1,250,000	1,250,000	2,000,000	(750,000)
Healthcare Financial Admin					
Healthcare Financial Admin.	$ 1,150,186	$ 1,166,575	$ 1,300,000	$ 652,402	$ 514,173
Claims Processing	937,376	798,273	600,000	-	798,273
Notifications	650,119	56,495	55,030	-	56,495
Claims Processing	355,710	305,438	215,000	794,021	(488,583)
Consulting Group	-	179,327	265,000	119,915	59,412
Tracking and Coordination Team	-	155,852	130,000	-	155,852
Subtotal	$ 3,093,391	$ 2,661,960	$ 2,565,030	$ 1,566,338	$ 1,095,622
AHCCCS					
AHCCCS Acute	$ 38,659,236	$ 38,660,551	$ 38,659,236	$ 38,659,236	$ 1,315
Prop 204 Admin. Contribution	2,223,305	2,223,305	2,223,305	3,483,176	(1,259,871)
Prop 204 Urban Nomad	2,075,085	2,075,085	2,075,085	3,853,800	(1,778,715)
Subtotal	$ 42,957,626	$ 42,958,941	$ 42,957,626	$ 45,996,212	$ (3,037,271)
AHCCCS Sanctions	$ 125,000	$ 125,000	$ 721	$ -	$ 125,000
Subtotal	$ 43,082,626	$ 43,083,941	$ 42,958,347	$ 45,996,212	$ (2,912,271)
ALTCS Contribution	$ 101,077,241	$ 101,811,893	$ 102,435,821	$ 114,845,600	$ (13,033,707)
Mental Health					
Arnold V Sarn Court Order	$ 25,800,000	$ 25,800,000	$ 25,800,000	$ 27,090,000	$ (1,290,000)
Arnold V Sarn Litigation Costs	75,000	75,000	65,786	75,000	-
Arnold V Sarn Court Monitor	140,000	140,000	140,000	140,000	-
Gen Mental Health IGA/Non-SMI	4,856,576	4,856,576	4,856,574	5,099,404	(242,828)
Mental Health Orders	50,000	50,000	29,191	50,000	-
Mental Health Testimony	220,000	220,000	188,571	220,000	-
Compentency Restoration	-	1,980,000	1,980,000	4,000,000	(2,020,000)
Subtotal	$ 31,141,576	$ 33,121,576	$ 33,060,122	$ 36,674,404	$ (3,552,828)
MMC Teaching Prog. Subsidy	$ 3,547,900	$ 3,547,900	$ 3,547,900	$ 3,547,900	$ -
Disproportionate Share Match	$ -	$ 45,895,500	$ 45,895,500	$ 101,760,800	$ (55,865,300)
Public Health TB Hospitalization	$ 1,000,000	$ 750,000	$ 428,570	$ 1,000,000	$ (250,000)
Sail Grant Matching Funds	$ 686,463	$ 686,463	$ 686,463	$ 686,463	$ -

Health Care Mandates Revenue and Expenditure Detail Report (Continued)

Description	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Projected	FY 2002-03 Adopted	Adopted vs Revised Variance
Long Term Care Residual					
Adminstration	$ 2,845	$ 2,845	$ 21,440	$ 38,448	$ (35,603)
Acute Care	27,444	27,444	67,555	73,196	(45,752)
Nursing Home Care	125,303	125,303	118,000	68,649	56,654
Home Care	148,892	148,892	111,667	-	148,892
Subtotal	$ 304,484	$ 304,484	$ 318,662	$ 180,293	$ 124,191
Pre-AHCCCS					
Outside Hosptial Claims	$ 1,937,500	$ 937,500	$ 491,267	$ -	$ 937,500
Medical Eligibility Lawsuits					
1998 Settlement	$ 2,102,235	$ -	$ -	$ -	$ -
New Settlements	16,000,000	11,326,268	3,908,442	18,700,000	(18,700,000)
MMC Pre-AHCCCS Claims Subsidy	750,000	750,000	750,000	-	750,000
Claims Resolution	3,000,000	2,500,000	863,810	5,000,000	(2,500,000)
Subtotal	$ 23,789,735	$ 15,513,768	$ 6,013,519	$ 23,700,000	$ (8,186,232)
MIHS Operating Subsidy					
Base MIHS Operating Subsidy	$ 13,140,300	$ 13,140,300	$ 24,848,500	$ 13,140,300	$ -
FY 2001 Deficit	-	-	9,008,200	-	-
Projected Ongoing Deficit	-	-	2,700,000	-	-
Total General Fund Expenditures	**$ 222,284,503**	**$ 261,841,442**	**$ 264,038,401**	**$ 345,248,310**	**$ (83,406,868)**
Detention Fund (255)					
Expenditures					
Correctional Health Claims	$ 1,700,000	$ 1,200,000	$ 1,500,000	$ 2,500,000	$ (1,300,000)
Total All Funds Expenditures	**$ 223,984,503**	**$ 263,041,442**	**$ 265,538,401**	**$ 347,748,310**	**$ (84,706,868)**

Maricopa Integrated Health System Expenditure Variance Commentary

System Overview

Fund	Revenues	Expenditures	Net Revenue Before Fund Transfers	MIHS Inter-Fund Transfers	General Fund Operating Subsidy	Net Revenue After Fund Transfers
Healthcare Delivery System (535)	$ 363,065,916	$ 399,029,048	$ (35,963,132)	$ 22,124,890	$ 13,140,300	$ (697,942)
Long Term Care Plan (551)	251,854,360	237,817,744	$ 14,036,616	(13,237,728)	-	5,344,642
Health Plan (541)	$ 103,910,621	$ 95,913,346	$ 7,997,275	(8,691,974)	-	(5,240,453)
Health Select (561)	12,306,999	8,370,354	$ 3,936,645	(1,687,326)	-	2,249,319
Senior Select Plan (566)	60,362,301	61,889,749	$ (1,527,448)	1,492,138	-	(35,310)
MIHS Total	$ 791,500,197	$ 803,020,241	$ (11,520,044)	$ -	$ 13,140,300	$ 1,620,256

Health Care Delivery System (Fund 535)

The Health Care Delivery System's Fiscal Year 2002-03 net operating budget, including transfers in from several Health Plans funds and the County General Fund, is projected at a loss of $697,942. FY 2002-03 acute patient days and admissions are projected to increase 5.0% from the FY 2001-02 year end forecast due to population growth and continued expansion of AHCCCS/Health Plan membership. Psychiatric patient days and admissions are budgeted to increase 28.7% from the FY 2001-02 year end forecast as a result of the acquisition of Desert Vista increasing available bed capacity from 92 to 152. Outpatient visits are projected to increase by 9.5% from the FY 2001-02 year end forecast due to the addition of new services or services previously not available due to capacity constraints.

Net revenue per adjusted patient day is budgeted to increase by 0.6%. The budgeted net revenue increase reflects overall rate increases in AHCCCS, commercial insurance, and self pay rates. Budgeted bad debt is 20.5% of net revenue, or 1.9% lower than the FY 2001-02 year end forecasted rate due to business office improvements.

Depreciation and interest expenses are increasing by 38.5% over the current year forecast due to the increased capital activity in FY 2001-02 that did not impact operations for a full fiscal year, and the budgeted capital outlays in the FY 2002-03 budget.

Maricopa Health Plan (Fund 541)

The Maricopa Health Plan (MHP) budget includes 5.8% membership growth and an average 3.0% increase in medical expenses on a per member per month (pmpm) basis relative to FY 2001-02. The overall expenditure increase is exceeded by increases in revenue. FY 2002-03 includes a capitation reduction for Prop 204 resulting in a 6% decrease in capitation revenue on a per member per month basis (compared to December 2001 baseline). Hospital supplement payments driven by Prop 204 members are anticipated to remain stable and SOBRA supplement payments (supplemental payments for births) are anticipated to increase in correlation with growth in member months. These two revenue items offset the decrease in capitation on a pmpm basis in comparison to the baseline.

The FY 2002-03 Maricopa Health Plan (MHP) Budget is based on year-end member months totaling 528,322 relative to the 499,081 FY 2001-02 year-end projection. Member months are budgeted by prospective and prior-period coverage (PPC) population types based on historical analyses of each MHP population. The 5.8% total member months growth relative to the FY 2001-02 year-end projection is based upon maintaining 11.7% market share and 5% membership growth.

Maricopa Integrated Health System Expenditure Variance Commentary (Continued)

The 3.0% pmpm budgeted expense increase consists of a 3% increase in the hospitalization pmpm rate, a 1.0% decrease in the medical compensation pmpm rate, an average 5.0% increase in the other medical pmpm rate and a 10.0% decrease in the administration pmpm rate.

Arizona Long-Term Care System (Fund 551)

The FY 2002-03 Maricopa Long Term Care Plan Budget is based on year-end member months totaling 90,499 relative to the 99,818 fiscal year 2001-02 year-end projection. The 10% budgeted member months decrease from the fiscal year 2001-02 year-end projection is based on a 33.0% population growth and a 27% historical death rate. In addition, MIHS assumed that the ALTCP would attract 38% of new enrollees and retain 95% of eligible members during open enrollment periods of October, November and December 2002. The $7.1 million expense reduction, driven by the loss of member months, includes an average increase in expenses of 7%.

Maricopa Health Select Plan (Fund 561)

The FY 2002-03 Maricopa Health Select Plan Budget is based on year-end member months totaling 63,744 relative to the 59,470 FY 2001-02 year-end projection. This is a 7.1% increase from the FY 2001-02 year-end projection. Member months are projected at 5.0% base growth and 3.0% open enrollment growth. The budget reflects a flat per member per month (pmpm) premium rate and a total pmpm net expense increase of 4.0% which includes a 7.0% increase in pmpm medical expenses and an 3% pmpm reduction in administrative expenses.

Maricopa Senior Select Plan (Fund 566)

The FY 2002-03 Maricopa Senior Select Plan Budget is based on year-end member months totaling 79,892 relative to the 64,847 fiscal year 2001-02 year end projection. The 23.0% member months increase from the FY 2001-02 year-end projection is based upon the anticipated closure of Medicare+Choice contractors in this market. The increase in budgeted expenses over FY 2001-02 is due to membership growth. Expenses remain stable on a pmpm basis compared to the FY 02 baseline (December 2001).

State Budget Reductions

STATE BUDGET REDUCTIONS

	FY 2002-03 REQUESTED	FY 2003-04 (ONGOING)	FY 2002-03 ADOPTED	FY 2003-04 (ONGOING)	SUMMARY
GENERAL FUND					
110 ADULT PROBATION					
State Budget Cut: Grant Replacement	$ -	$ -	$ 1,907,297	$ -	
State Budget Cut Total	$ -	$ -	$ 1,907,297	$ -	
160 CLERK OF THE SUPERIOR COURT					
State Budget Cut: Fill the Gap Grant Replacement	$ 500,000	$ -	$ 318,650	$ -	
State Budget Cut Total	$ 500,000	$ -	$ 318,650	$ -	
270 JUVENILE PROBATION					
State Budget Cut: Grant Replacement	$ -	$ -	$ 668,600	$ -	
State Budget Cut Total	$ -	$ -	$ 668,600	$ -	
380 SUPERIOR COURT					
State Budget Cut: Fill the Gap Grant Replacement	$ -	$ -	$ 453,470	$ -	
State Budget Cut Total	$ -	$ -	$ 453,470	$ -	
390 HEALTH CARE MANDATES					
State Budget Cut: ALTCS Increase	$ -	$ -	$ 5,960,539	$ 6,516,800	
State Budget Cut: Restoration to Competency	-	-	4,000,000	4,000,000	
State Budget Impact: Dispro Share	-	-	55,865,300	55,865,300	
State Budget Cut Total	$ -	$ -	$ 65,825,839	$ 66,382,100	
470 GENERAL GOVERNMENT					
State Budget Cut: Public Safety Reductions	$ -	$ -	$ 1,934,137	$ 6,522,901	Includes reductions in Probation grantsl payments to State in lieu of inmate shift; reductions in Fill-the-Gap funding
State Budget Cut Total	$ -	$ -	$ 1,934,137	$ 6,522,901	
MARICOPA COUNTY					
State Budget Cut Total	$ 500,000	$ -	$ 71,107,993	$ 72,905,001	
MARICOPA COUNTY & DISTRICTS					
State Budget Cut Total	$ 500,000	$ -	$ 71,107,993	$ 72,905,001	
SPECIAL REVENUE					
190 COUNTY ATTORNEY					
State Budget Cut: Fill the Gap Grant Replacement	$ -	$ -	$ (397,784)	$ (397,784)	
State Budget Cut Total	$ -	$ -	$ (397,784)	$ (397,784)	
380 SUPERIOR COURT					
State Budget Cut: Fill the Gap Grant Replacement	$ -	$ -	$ (1,044,795)	$ (1,044,795)	
State Budget Cut Total	$ -	$ -	$ (1,044,795)	$ (1,044,795)	
520 PUBLIC DEFENDER					
State Budget Cut: Fill the Gap Grant Replacement	$ -	$ -	$ (377,904)	$ (377,904)	
State Budget Cut Total	$ -	$ -	$ (377,904)	$ (377,904)	
860 PUBLIC HEALTH					
State Budget Cut: Health Grants	$ -	$ -	$ (202,293)	$ (202,293)	
State Budget Cut Total	$ -	$ -	$ (202,293)	$ (202,293)	
MARICOPA COUNTY					
State Budget Cut Total	$ -	$ -	$ (2,022,776)	$ (2,022,776)	
MARICOPA COUNTY & DISTRICTS					
State Budget Cut Total	$ -	$ -	$ (2,022,776)	$ (2,022,776)	
ENTERPRISE					
900 HEALTH CARE DELIVERY SYSTEM					
State Budget Impact: Dispro Share	$ -	$ -	$ 55,865,300	$ 55,865,300	Offset by revenue from State of Arizona
State Budget Cut Total	$ -	$ -	$ 55,865,300	$ 55,865,300	
MARICOPA COUNTY					
State Budget Cut Total	$ -	$ -	$ 55,865,300	$ 55,865,300	
MARICOPA COUNTY & DISTRICTS					
State Budget Cut Total	$ -	$ -	$ 55,865,300	$ 55,865,300	

Results Initiatives Requests Summary

RESULTS INITIATIVES REQUESTS COMMENTARY

	FY 2002-03 REQUESTED	FY 2003-04 (ONGOING)	FY 2002-03 ADOPTED	FY 2003-04 (ONGOING)	SUMMARY
GENERAL FUND					
110 ADULT PROBATION					
Bilingual Internship Program	$ 40,500	$ 40,500	$ 40,500	$ 40,500	
Regular Initiatives Total	$ 40,500	$ 40,500	$ 40,500	$ 40,500	
160 CLERK OF THE SUPERIOR COURT					
Backfill Central Court Building Divisions	$ 286,755	$ -	$ -	$ -	
Northwest Regional Superior Court	291,641	-	102,345	102,345	
Regular Initiatives Total	$ 578,396	$ -	$ 102,345	$ 102,345	
290 MEDICAL EXAMINER					
Forensic Science Center Exam and Lab Equipment	$ 43,650	$ 43,650	$ 43,650	$ 43,650	
Forensic Science Center - Additional IT Hardware	18,501	18,501	17,127	17,127	
Forensic Science Center - Upgrade CME Case Trackin	13,474	10,000	13,474	10,000	
Regular Initiatives Total	$ 75,625	$ 72,151	$ 74,251	$ 70,777	
300 PARKS & RECREATION					
San Tan Park	$ 498,012	$ 39,300	$ 212,032	$ 167,032	
Regular Initiatives Total	$ 498,012	$ 39,300	$ 212,032	$ 167,032	
470 GENERAL GOVERNMENT					
International Genomics Consortium	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	
New Admin. Services Building	-	-	98,392	393,570	
Regular Initiatives Total	$ 1,000,000	$ 1,000,000	$ 1,098,392	$ 1,393,570	
480 APPROPRIATED FUND BALANCE					
Central Services Complex Voice System, etc.	$ -	$ -	$ 654,433	$ -	Sheriff's Office Results Initiative Request
Records Management System	-	-	1,110,873	-	Sheriff's Office Results Initiative Request
Regular Initiatives Total	$ -	$ -	$ 1,765,306	$ -	
500 SHERIFF					
Records Management System	$ 1,110,874	$ 197,750	$ -	$ -	See Dept. 480 Approp. Fund Balance
Regular Initiatives Total	$ 1,110,874	$ 197,750	$ -	$ -	
700 FACILITIES MANAGEMENT					
Durango Parking Garage	$ 253,924	$ 253,924	$ 253,924	$ 253,924	
Durango Residential Treatment Facility	154,683	235,015	154,683	235,015	
Forensic Science Center	355,247	376,451	355,247	376,451	
Jefferson St. Parking Garage	183,621	193,528	183,621	193,528	
Lower Buckeye Central Services	1,453,079	2,695,078	1,453,079	2,695,078	
New Admin. Services Building	98,392	393,570	-	-	
Northwest Regional Superior Court	160,491	160,491	160,491	160,491	
SE Mesa Early Disposition Court	39,982	39,982	39,982	39,982	
Vehicles/Uniforms/Barcode Readers	138,600	-	138,600	-	
4th Avenue Jail	81,326	325,304	81,326	325,304	
Regular Initiatives Total	$ 2,919,345	$ 4,673,343	$ 2,820,953	$ 4,279,773	
MARICOPA COUNTY					
Regular Initiatives Total	$ 6,222,752	$ 6,023,044	$ 6,113,779	$ 6,053,997	
MARICOPA COUNTY & DISTRICTS					
Regular Initiatives Total	$ 6,222,752	$ 6,023,044	$ 6,113,779	$ 6,053,997	

Results Initiatives Requests Summary (Continued)

RESULTS INITIATIVE REQUEST COMMENTARY

	FY 2002-03 REQUESTED	FY 2003-04 (ONGOING)	FY 2002-03 ADOPTED	FY 2003-04 (ONGOING)	SUMMARY
SPECIAL REVENUE					
270 JUVENILE PROBATION					
Residential Treatment Facility	$ 1,552,929	$ 3,651,945	$ 1,262,305	$ 2,043,998	
RTC Supporting Technology	280,930	115,463	66,096	88,017	
Regular Initiatives Total	$ 1,833,859	$ 3,767,408	$ 1,328,401	$ 2,132,015	
300 PARKS & RECREATION					
San Tan Park	$ -	$ -	$ 346,000	$ -	
Regular Initiatives Total	$ -	$ -	$ 346,000	$ -	
420 INTEGRATED CRIMINAL JUST INFO					
Data Integration	$ 2,247,789	$ 956,668	$ 2,247,789	$ 956,668	
Required Network Improvements	678,994	457,795	678,994	457,795	
Regular Initiatives Total	$ 2,926,783	$ 1,414,463	$ 2,926,783	$ 1,414,463	
480 APPROPRIATED FUND BALANCE					
Central Services Complex Voice System, etc.	$ -	$ -	$ 8,434,372	$ 58,742	Sheriff's Office Results Initiative Request
Records Management System	-	-	476,088	-	Sheriff's Office Results Initiative Request
Regular Initiatives Total	$ -	$ -	$ 8,910,460	$ 58,742	
500 SHERIFF					
Records Management System	$ 476,087	$ 84,750	$ -	$ -	See Dept. 480 Approp. Fund Balance
Regular Initiatives Total	$ 476,087	$ 84,750	$ -	$ -	
510 SHERIFF DETENTION					
Central Services Complex Equipment	$ 2,331,990	$ 192,500	$ 1,328,913	$ 67,474	
Central Services Complex Staffing	678,111	-	568,438	927,495	
Central Services Complex Voice System, etc.	15,193,300	-	-	-	See Dept. 480 Approp. Fund Balance
Inmate Trust Accounting System	92,000	10,000	92,000	10,000	
Regular Initiatives Total	$ 18,295,401	$ 202,500	$ 1,989,351	$ 1,004,969	
MARICOPA COUNTY					
Regular Initiatives Total	$ 23,532,130	$ 5,469,121	$ 15,500,995	$ 4,610,189	
690 FLOOD CONTROL DISTRICT					
Dam Safety Program (Structural Assessment)	$ 1,108,597	$ 959,790	$ 1,001,200	$ 966,200	
NEMBY Permit	200,000	200,000	-	-	
Regulatory Positions	319,707	-	-	-	
Stormwater Quality - Personnel	47,222	-	-	-	
Regular Initiatives Total	$ 1,675,526	$ 1,159,790	$ 1,001,200	$ 966,200	
FLOOD CONTROL DISTRICT					
Regular Initiatives Total	$ 1,675,526	$ 1,159,790	$ 1,001,200	$ 966,200	
MARICOPA COUNTY & DISTRICTS					
Regular Initiatives Total	$ 25,207,656	$ 6,628,911	$ 16,502,195	$ 5,576,389	

RESULTS INITIATIVE REQUEST COMMENTARY

	FY 2002-03 REQUESTED	FY 2003-04 (ONGOING)	FY 2002-03 ADOPTED	FY 2003-04 (ONGOING)	SUMMARY
ENTERPRISE					
900 HEALTH CARE DELIVERY SYSTEM					
Expansion of Obstetrics Ward	$ -	$ -	$ 953,196	$ 863,196	
Regular Initiatives Total	$ -	$ -	$ 953,196	$ 863,196	
MARICOPA COUNTY					
Regular Initiatives Total	$ -	$ -	$ 953,196	$ 863,196	
MARICOPA COUNTY & DISTRICTS					
Regular Initiatives Total	$ -	$ -	$ 953,196	$ 863,196	

Eliminations Summary

Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. Interdepartmental charges from the Reprographics (print shop) fund to various County departments are one example. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services. The expenditure and revenue is therefore budgeted twice within the overall budget. Budgeting eliminations removes these duplicated revenues and expenditures from the budget as a whole in order to provide a more accurate picture of total expenditures and revenues. The following schedule lists the various items that are eliminated in the budget:

DESCRIPTION	FY 2001-02 Adopted	FY 2001-02 Revised	FY2002-03 Adopted	Variance Rev./Rec.	%
Maricopa County:					
Fund Transfers (see schedule)	$ 363,678,741	$ 412,011,159	$ 482,649,706	$ 70,638,547	17.1%
Payments from Departments to Benefits Trust Fund for Employer-Paid Health & Dental Premiums	2,400,000	3,582,344	2,600,000	(982,344)	-27.4%
Internal Service Charges	39,770,634	39,975,892	45,633,576	5,657,684	14.2%
Payments from Health Care Mandates to Health System for Correctional Health	1,700,000	1,200,000	2,500,000	1,300,000	108.3%
Payments from Health Care Mandates to Health System for Public Health TB Hospitalization	1,000,000	750,000	1,000,000	250,000	33.3%
Payments from Maricopa Health Plans to Health System for Patient Services	67,000,000	67,000,000	43,659,347	(23,340,653)	-34.8%
Payments from Maricopa Health Plans to Health System for Attendant Care	16,000,000	16,000,000	13,342,861	(2,657,139)	-16.6%
Payments from Departments to Maricopa Health Plans for Employer Health Premiums	6,349,912	6,349,912	11,563,816	5,213,904	82.1%
Payments from Public Health to Health Plan for Ryan White Grant	1,000,000	1,000,000	-	(1,000,000)	-100.0%
Subtotal Maricopa County	$ 498,899,287	$ 547,869,307	$ 602,949,306	$ 55,079,999	
Flood Control District:					
Capital Projects Fund Transfer	$ 47,500,000	$ 47,500,000	$ 49,000,000	$ 1,500,000	3.2%
Library District					
Capital Projects Fund Transfer	$ -	$ -	$ 1,102,200	$ 1,102,200	
Stadium District:					
Cap. Projects, Debt Service Fund Tansfers	$ 6,309,410	$ 12,309,410	$ 1,724,018	$ (10,585,392)	-86.0%
Total Maricopa County & Districts	$ 552,708,697	$ 607,678,717	$ 654,775,524	$ 47,096,807	7.8%

Transfers In by Fund

	TRANSFERS BY FUND Transfers In			
	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACTUAL	FY 2002-03 ADOPTED
GENERAL FUND	$ 8,154,989	$ 54,050,489	$ 54,113,501	$ 109,627,487
Dispro. Share Match Reimb. - MMC	-	*45,895,500*	*45,895,500*	*101,760,800*
Central Services Allocation	*8,154,989*	*8,154,989*	*8,218,001*	*7,866,687*
SPECIAL REVENUE FUNDS				
243 PARKS DONATIONS FUND	$ -	$ -	$ 469,753	$ -
Transfer from Lake Pleasant Fund	-	-	*134,576*	-
Transfer from Parks Enhancement Fund	-	-	*335,177*	-
248 SAIL GRANTS	$ 686,463	$ 686,463	$ 686,463	$ 686,463
SAIL Grant Match from Gen. Fund	*686,463*	*686,463*	*686,463*	*686,463*
250 COUNTY STADIUM DISTRICT	$ -	$ -	$ -	$ 200,000
Transfer from Stadium District Debt Service	-	-	-	*200,000*
253 MLB STADIUM OPERATION	$ -	$ 6,000,000	$ 6,000,000	$ -
Transfer from B.O.B. Long Term Reserve	-	*6,000,000*	*6,000,000*	-
255 DETENTION OPERATIONS	$ 101,186,962	$ 101,523,880	$ 101,523,880	$ 120,866,924
Jail Excise Tax Maint. of Effort - Base	*101,186,962*	*101,523,880*	*101,523,880*	*111,051,924*
Jail Excise Tax Maint. of Effort - Above Base	-	-	-	*9,815,000*
265 PUBLIC HEALTH FEES	$ 65,000	$ 65,000	$ 44,437	$ 45,000
Vital Statistics - General Fund	*65,000*	*65,000*	*44,437*	*45,000*
574 ANIMAL CONTROL FIELD OPERATION	$ -	$ -	$ -	$ 1,488,277
Transfer from License/Shelter Fund	-	-	-	*1,488,277*
SPECIAL REVENUE	**$ 101,938,425**	**$ 108,275,343**	**$ 108,724,533**	**$ 123,286,664**
DEBT SERVICE FUNDS				
312 BOND-DEBT SERVICING	$ 1,706,643	$ 1,706,643	$ 1,706,643	$ 1,376,476
Central Service Allocation	*1,706,643*	*1,706,643*	*1,706,643*	*1,376,476*
320 COUNTY IMPROVEMENT DEBT	$ 81,740,523	$ 81,740,523	$ -	$ -
Transfer from General Fund	*81,740,523*	*81,740,523*	-	-
371 STADIUM DEBT SERVICES-1993A	$ 634,525	$ 634,525	$ 634,525	$ -
Transfer from Stadium District Operating	*634,525*	*634,525*	*634,525*	-
373 STADIUM DEBT SERVICES-1993B	$ 734,978	$ 734,978	$ 734,978	$ -
Transfer from Stadium District Operating	*734,978*	*734,978*	*734,978*	-
375 STADIUM DEBT SERVICES-PEORIA	$ 2,378,503	$ 2,378,503	$ 2,378,503	$ -
Transfer from Stadium District Operating	*2,378,503*	*2,378,503*	*2,378,503*	-
377 STADIUM DEBT SERVICES-1996	$ 597,678	$ 597,678	$ 597,678	$ -
Transfer from Stadium District Operating	*597,678*	*597,678*	*597,678*	-
378 MESA SUBORDINATE DEBT	$ 681,863	$ 681,863	$ 615,168	$ -
Transfer from Stadium District Operating	*681,863*	*681,863*	*615,168*	-
379 MARYVALE SUBORDINATE DEBT	$ 681,863	$ 681,863	$ 615,168	$ -
Transfer from Stadium District Operating	*681,863*	*681,863*	*615,168*	-
DEBT SERVICE	**$ 89,156,576**	**$ 89,156,576**	**$ 7,282,663**	**$ 1,376,476**

Transfers In by Fund (Continued)

	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACTUAL	FY 2002-03 ADOPTED
CAPITAL PROJECTS FUNDS				
234 TRANSPORTATION CAPITAL PROJECT	$ 46,000,000	$ 46,000,000	$ 46,000,000	$ 53,000,000
Transfer from Trans. Operating Fund	*46,000,000*	*46,000,000*	*46,000,000*	*53,000,000*
422 INTERGOVERNMENTAL CAP PROJ	$ -	$ 2,100,000	$ 2,100,000	$ 20,865,139
Transfer from Gen. Govt. Grants Fund	-	*2,100,000*	*2,100,000*	*17,766,301*
Transfer from General Fund	-	-	-	*596,000*
Transfer from Environmental Svcs. Fund	-	-	-	*1,251,419*
Transfer from Air Quality Fees Fund	-	-	-	*1,251,419*
435 COUNTY IMPROVEMENT FUND	$ -	$ -	$ -	$ 36,250,000
Transfer from Gen. Fund/Proj. Reserve	-	-	-	*36,250,000*
440 LIBRARY DIST CAPITAL PROJECTS	$ -	$ -	$ -	$ 1,102,200
Transfer from Library District Operating	-	-	-	*1,102,200*
450 LONG TERM PROJECT RESERVE	$ 600,000	$ 600,000	$ 600,000	$ 1,524,018
Transfer from MLB Operations Fund	*600,000*	*600,000*	*600,000*	*1,524,018*
455 DETENTION CAPITAL PROJECTS	$ 84,726,011	$ 84,726,011	$ 84,726,011	$ 98,138,712
Transfer from Detention Operations Fund	*84,726,011*	*84,726,011*	*84,726,011*	*98,138,712*
990 FLOOD CONTROL CAPITAL PROJECTS	$ 47,500,000	$ 47,500,000	$ 47,500,000	$ 49,000,000
Transfer from Flood Control Dist. Op.	*47,500,000*	*47,500,000*	*47,500,000*	*49,000,000*
CAPITAL PROJECTS	**$ 178,826,011**	**$ 180,926,011**	**$ 180,926,011**	**$ 259,880,069**
ENTERPRISE FUNDS				
535 HEALTHCARE DELIVERY SYSTEM	$ 34,521,200	$ 34,521,200	$ 68,868,969	$ 38,813,090
Operating Subsidy from Gen. Fund	*13,140,300*	*13,140,300*	*13,140,300*	*13,140,300*
MMC Op. Subsidy - FY 2000-01 Deficit	-	-	*9,008,200*	-
MMC Op. Subsidy - Current Deficits	-	-	*2,700,000*	-
Teaching Prog. Subsidy from Gen. Fund	*3,547,900*	*3,547,900*	*3,547,900*	*3,547,900*
Pre-AHCCCS Subsidy from Gen. Fund	*750,000*	*750,000*	*750,000*	-
Transfer from ALTCS Fund	*17,083,000*	*17,083,000*	*21,219,360*	*11,745,590*
Transfer from Health Plan Fund	-	-	*16,633,644*	*8,691,974*
Transfer from Non-AHCCCS Health Plans	-	-	*1,869,565*	*1,687,326*
566 SENIOR SELECT PLAN	$ 4,890,950	$ 4,890,950	$ 5,920,586	$ 1,492,138
Transfer from ALTCS Fund	*4,890,950*	*4,890,950*	*5,920,586*	*1,492,138*
ENTERPRISE	**$ 39,412,150**	**$ 39,412,150**	**$ 74,789,555**	**$ 40,305,228**
ELIMINATIONS	**$ (417,488,151)**	**$ (471,820,569)**	**$ (425,836,263)**	**$ (534,475,924)**
Maricopa County	*(363,678,741)*	*(412,011,159)*	*(366,160,243)*	*(482,649,706)*
Flood Control District	*(47,500,000)*	*(47,500,000)*	*(47,500,000)*	*(49,000,000)*
Library District	-	-	-	*(1,102,200)*
Stadium District	*(6,309,410)*	*(12,309,410)*	*(12,176,020)*	*(1,724,018)*

Transfers Out by Fund

TRANSFERS BY FUND Transfers Out	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACTUAL	FY 2002-03 ADOPTED
GENERAL FUND	$ 201,117,148	$ 201,454,066	$ 131,401,180	$ 175,132,587
Jail Excise Tax Maint. of Effort - Base	*$ 101,186,962*	*$ 101,523,880*	*$ 101,523,880*	*$ 111,051,924*
Jail Excise Tax Maint. of Effort - Above Base	-	-	-	*9,815,000*
Transfer to County Improvement Debt	*81,740,523*	*81,740,523*	-	-
Transfer to Intergovernmental Cap. Proj.	-	-	-	*596,000*
Transfer to County Improvement Fund	-	-	-	*36,250,000*
MMC Operating Subsidy	*13,140,300*	*13,140,300*	*13,140,300*	*13,140,300*
MMC Op. Subsidy - FY 2000-01 Deficit			*9,008,200*	-
MMC Op. Subsidy - Current Deficits			*2,700,000*	-
MMC Teaching Program Subsidy	*3,547,900*	*3,547,900*	*3,547,900*	*3,547,900*
MMC Pre-AHCCCS Claims Subsidy	*750,000*	*750,000*	*750,000*	-
SAIL Grant Match	*686,463*	*686,463*	*686,463*	*686,463*
Public Health Vital Statistics	*65,000*	*65,000*	*44,437*	*45,000*
SPECIAL REVENUE FUNDS				
217 CDBG, HOUSING TRUST	$ 30,213	$ 30,213	$ 30,213	$ 33,989
Central Service Allocation - General Fund	*30,213*	*30,213*	*30,213*	*33,989*
226 PLANNING AND DEVELOPMENT FEES	$ 342,563	$ 342,563	$ 342,563	$ 257,541
Central Service Allocation - General Fund	*301,142*	*301,142*	*301,142*	*224,134*
Central Service Allocation - Debt Service	*41,421*	*41,421*	*41,421*	*33,407*
232 TRANSPORTATION OPERATIONS	$ 48,014,028	$ 48,014,028	$ 48,014,028	$ 54,925,005
Central Service Allocation - General Fund	*1,669,636*	*1,669,636*	*1,669,636*	*1,647,240*
Central Service Allocation - Debt Service	*344,392*	*344,392*	*344,392*	*277,765*
Transportation CIP Transfer	*46,000,000*	*46,000,000*	*46,000,000*	*53,000,000*
240 LAKE PLEASANT RECREATION SVCS	$ 121,530	$ 121,530	$ 256,106	$ 98,019
Central Service Allocation - Debt Service	*121,530*	*121,530*	*121,530*	*98,019*
Transfer to Parks Donations Fund	-	-	*134,576*	-
241 PARKS ENHANCEMENT FUND	$ -	$ -	$ 335,177	$ -
Transfer to Parks Donations Fund	-	-	*335,177*	-
244 LIBRARY DISTRICT	$ 587,133	$ 587,133	$ 587,133	$ 1,696,966
Central Service Allocation - General Fund	*584,472*	*584,472*	*584,472*	*592,619*
Central Service Allocation - Debt Service	*2,661*	*2,661*	*2,661*	*2,147*
Library District CIP Transfer	-	-	-	*1,102,200*
248 SAIL GRANTS	$ -	$ -	$ -	$ 7,371
Central Service Allocation - General Fund	-	-	-	*7,371*
249 GENERAL GOVERNMENT GRANTS	$ -	$ 2,100,000	$ 2,100,000	$ 17,766,301
Transfer to Intergovernmental Cap. Proj.	-	*2,100,000*	*2,100,000*	*17,766,301*
250 COUNTY STADIUM DISTRICT	$ 5,709,410	$ 5,709,410	$ 5,576,020	$ 1,929
Central Service Allocation - General Fund	-	-	-	*1,929*
Transfer to Debt Service-1993A Fund	*634,525*	*634,525*	*634,525*	-
Transfer to Debt Service-1993B Fund	*734,978*	*734,978*	*734,978*	-
Transfer to Debt Service-Peoria Fund	*2,378,503*	*2,378,503*	*2,378,503*	-
Transfer to Debt Service-1996 Fund	*597,678*	*597,678*	*597,678*	-
Transfer to Mesa Subord. Debt Fund	*681,863*	*681,863*	*615,168*	-
Transfer to Maryvale Subord. Debt Fund	*681,863*	*681,863*	*615,168*	-
253 MLB STADIUM OPERATION	$ 635,110	$ 635,110	$ 635,110	$ 1,553,211
Central Service Allocation - General Fund	*35,110*	*35,110*	*35,110*	*29,193*
Transfer to B.O.B. Long Term Reserve	*600,000*	*600,000*	*600,000*	*1,524,018*

Transfers Out by Fund (Continued)

	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACTUAL	FY 2002-03 ADOPTED
255 DETENTION OPERATIONS	$ 84,726,011	$ 84,726,011	$ 84,726,011	$ 98,138,712
Transfer to Detention Capital Projects	*84,726,011*	*84,726,011*	*84,726,011*	*98,138,712*
260 RESEARCH & REPORTING	$ 79,243	$ 79,243	$ 79,243	$ 71,601
Central Service Allocation - General Fund	*78,193*	*78,193*	*78,193*	*70,755*
Central Service Allocation - Debt Service	*1,050*	*1,050*	*1,050*	*846*
265 PUBLIC HEALTH FEES	$ 226,335	$ 226,335	$ 226,335	$ 241,556
Central Service Allocation - General Fund	*226,335*	*226,335*	*226,335*	*241,556*
290 WASTE TIRE	$ -	$ -	$ -	$ 156,663
Central Service Allocation - General Fund	*-*	*-*	*-*	*40,055*
Central Service Allocation - Debt Service	*-*	*-*	*-*	*116,608*
295 HOUSING GRANTS	$ 68,483	$ 68,483	$ 68,483	$ 73,304
Central Service Allocation - General Fund	*68,483*	*68,483*	*68,483*	*73,304*
504 AIR QUALITY FEES	$ 262,285	$ 262,285	$ 262,285	$ 1,393,570
Central Service Allocation - General Fund	*262,285*	*262,285*	*262,285*	*142,151*
Transfer to Intergovernmental Cap. Proj.	*-*	*-*	*-*	*1,251,419*
505 ENVIRONMENTAL SERVICES GRANT	$ -	$ -	$ -	$ 66,083
Central Service Allocation - General Fund	*-*	*-*	*-*	*66,083*
506 ENVIRONMTL SVCS ENV HEALTH	$ 262,285	$ 262,285	$ 262,285	$ 1,606,072
Central Service Allocation - General Fund	*262,285*	*262,285*	*262,285*	354,653
Transfer to Intergovernmental Cap. Proj.	*-*	*-*	*-*	*1,251,419*
532 PUBLIC HEALTH GRANTS	$ 892,592	$ 892,592	$ 955,604	$ 1,086,945
Central Service Allocation - General Fund	*892,592*	*892,592*	*955,604*	*1,086,945*
572 ANIMAL CONTROL LICENSE/SHELTER	$ 548,707	$ 329,224	$ 329,224	$ 1,783,238
Central Service Allocation - General Fund	*542,894*	*323,411*	*323,411*	*292,114*
Central Service Allocation - Debt Service	*5,813*	*5,813*	*5,813*	*2,847*
Transfer to Animal Control Field Operations	*-*	*-*	*-*	*1,488,277*
574 ANIMAL CONTROL FIELD OPERATION	$ -	$ 219,483	$ 219,483	$ 190,862
Central Service Allocation - General Fund	*-*	*219,483*	*219,483*	*189,020*
Central Service Allocation - Debt Service	*-*	*-*	*-*	*1,842*
991 FLOOD CONTROL	$ 48,692,941	$ 48,692,941	$ 48,692,941	$ 50,122,858
Central Service Allocation - General Fund	*1,192,941*	*1,192,941*	*1,192,941*	*1,122,858*
Flood Control District CIP Transfer	*47,500,000*	*47,500,000*	*47,500,000*	*49,000,000*
SPECIAL REVENUE	**$ 191,198,869**	**$ 193,298,869**	**$ 193,698,244**	**$ 231,271,796**
DEBT SERVICE				
370 STADIUM DIST DEBT SERIES02	$ -	$ -	$ -	$ 200,000
Transfer to Stadium District Speical Revenue Fund	*-*	*-*	*-*	*200,000*
DEBT SERVICE	**$ -**	**$ -**	**$ -**	**$ 200,000**
CAPITAL PROJECTS FUNDS				
450 LONG TERM PROJECT RESERVE	$ -	$ 6,000,000	$ 6,000,000	$ -
Transfer to Stadium Dist. Operating Fund	*-*	*6,000,000*	*6,000,000*	*-*
CAPITAL PROJECTS	**$ -**	**$ 6,000,000**	**$ 6,000,000**	**$ -**

Transfers Out by Fund (Continued)

	FY 2001-02 ADOPTED	FY 2001-02 REVISED	FY 2001-02 PROJ. ACTUAL	FY 2002-03 ADOPTED
ENTERPRISE FUNDS				
535 HEALTHCARE DELIVERY SYSTEM	$ 1,696,252	$ 47,591,752	$ 47,591,752	$ 103,224,695
Dispro. Share Reimb. - General Fund	-	*45,895,500*	*45,895,500*	*101,760,800*
Central Service Allocation - General Fund	*754,338*	*754,338*	*754,338*	*704,202*
Central Service Allocation - Debt Service	*941,914*	*941,914*	*941,914*	*759,693*
541 HEALTH PLAN	$ 55,946	$ 55,946	$ 16,689,590	$ 8,691,974
Central Service Allocation - General Fund	*55,946*	*55,946*	*55,946*	-
Transfer to Medical Center	-	-	*16,633,644*	*8,691,974*
551 LONG TERM CARE PLAN	$ 21,973,950	$ 21,973,950	$ 27,139,946	$ 13,262,118
Central Service Allocation - General Fund	-	-	-	*24,390*
Transfer to Medical Center	*17,083,000*	*17,083,000*	*21,219,360*	*11,745,590*
Transfer to Senior Select	*4,890,950*	*4,890,950*	*5,920,586*	*1,492,138*
561 HEALTH SELECT	$ -	$ -	$ 1,869,565	$ 1,687,326
Transfer to Medical Center	-	-	*1,869,565*	*1,687,326*
566 SENIOR SELECT PLAN	$ -	$ -	$ -	$ 379
Central Service Allocation - General Fund	-	-	-	*379*
580 SOLID WASTE MANAGEMENT	$ 334,516	$ 334,516	$ 334,516	$ 111,884
Central Service Allocation - General Fund	*86,654*	*86,654*	*86,654*	*28,582*
Central Service Allocation - Debt Service	*247,862*	*247,862*	*247,862*	*83,302*
ENTERPRISE	**$ 24,060,664**	**$ 69,956,164**	**$ 93,625,369**	**$ 126,978,376**
INTERNAL SERVICE FUNDS				
654 EQUIPMENT SERVICES	$ 667,741	$ 667,741	$ 667,741	$ 491,717
Central Service Allocation - General Fund	*667,741*	*667,741*	*667,741*	*491,717*
673 REPROGRAPHICS	$ 17,666	$ 17,666	$ 17,666	$ 38,089
Central Service Allocation - General Fund	*17,666*	*17,666*	*17,666*	*38,089*
675 RISK MANAGEMENT	$ 84,002	$ 84,002	$ 84,002	$ 123,591
Central Service Allocation - General Fund	*84,002*	*84,002*	*84,002*	*123,591*
681 TELECOMMUNICATIONS	$ 342,061	$ 342,061	$ 342,061	$ 239,768
Central Service Allocation - General Fund	*342,061*	*342,061*	*342,061*	*239,768*
INTERNAL SERVICE	**$ 1,111,470**	**$ 1,111,470**	**$ 1,111,470**	**$ 893,165**
ELIMINATIONS	**$ (417,488,151)**	**$ (471,820,569)**	**$ (425,836,263)**	**$ (534,475,924)**
Maricopa County	*$ (363,678,741)*	*$ (412,011,159)*	*$ (366,160,243)*	*$ (482,649,706)*
Flood Control District	*$ (47,500,000)*	*$ (47,500,000)*	*$ (47,500,000)*	*$ (49,000,000)*
Library District	*$ -*	*$ -*	*$ -*	*$ (1,102,200)*
Stadium District	*$ (6,309,410)*	*$ (12,309,410)*	*$ (12,176,020)*	*$ (1,724,018)*

Direct Assessment Special Districts Secondary Roll

MARICOPA COUNTY
DIRECT ASSESSMENT SPECIAL DISTRICTS
SECONDARY ROLL
FISCAL YEAR 2002-03

DIST. NO.	DISTRICT NAME	LEVY PURPOSE	2001-02 BUDGET	ESTIMATED EXPENDITURES 2001-02	2002-03 BUDGET REQUEST	LESS AVAILABLE FUNDS	2002-03 DIRECT ASSESSMENT
28583	Boulder	Bond Interest	$ 294	$ 294	$ -	$ -	$ -
		Bond redemption	3,264	3,264	-	-	-
			$ 3,558	$ 3,558	$ -	$ -	$ -
28589	158TH Street	Bond Interest	$ 54	$ 54	$ -	$ -	$ -
		Bond redemption	600	600	-	-	-
			$ 654	$ 654	$ -	$ -	$ -
28590	Grandview Manor	Bond Interest	$ 3,969	$ 3,969	$ 3,744	$ -	$ 3,744
		Bond redemption	-	-	1,076	-	1,076
			$ 3,969	$ 3,969	$ 4,820	$ -	$ 4,820
28592	Fairview Lane	Bond Interest	$ 1,071	$ 1,071	$ 678	$ -	$ 678
		Bond redemption	2,953	2,953	689	-	689
			$ 4,024	$ 4,024	$ 1,367	$ -	$ 1,367
28593	East Fairview Lane	Bond Interest	$ 2,051	$ 2,051	$ 1,905	$ -	$ 1,905
		Bond redemption	-	-	3,844	-	3,844
			$ 2,051	$ 2,051	$ 5,749	$ -	$ 5,749
28594	White Fence Farms	Bond Interest	$ 5,261	$ 5,261	$ 4,475	$ -	$ 4,475
		Bond redemption	5,332	5,332	3,591	-	3,591
			$ 10,593	$ 10,593	$ 8,066	$ -	$ 8,066
28595	104th Place/University Dr.	Bond Interest	$ 2,795	$ 2,795	$ 2,391	$ -	$ 2,391
		Bond redemption	640	640	1,601	-	1,601
			$ 3,435	$ 3,435	$ 3,992	$ -	$ 3,992
28793	Queen Creek Water Improv	Bond Interest	$ 12,167	$ 12,167	$ 11,429	$ -	$ 11,429
		Bond redemption	15,126	15,126	15,126	-	15,126
			$ 27,293	$ 27,293	$ 26,555	$ -	$ 26,555
	Central Ave	Bond Interest	$ 15,684	$ 15,684	$ 12,362	$ -	$ 12,362
		Bond redemption	30,191	30,191	-	-	-
			$ 45,875	$ 45,875	$ 12,362	$ -	$ 12,362
	Billings Street	Bond Interest	$ 566	$ 566	$ 397	$ -	$ 397
		Bond redemption	681	681	-	-	-
			$ 1,247	$ 1,247	$ 397	$ -	$ 397
28529	Estrella Dells	General	$ 75,026	$ 75,026	$ 74,828	$ -	$ 74,828
28530	129th Avenue	General	248	248	748	-	748
28531	14th Street	General	617	617	501	-	501
28532	Avenida Del Sol	General	115	115	796	-	796
28533	Mallory	General	543	543	543	-	543
28535	Eagle Peak	General	1,304	1,304	1,665	-	1,665
28546	Desert Foothills North	General	15,340	15,340	15,340	-	15,340
28539	West Phoenix Estates 10	General	8,100	8,100	10,125	-	10,125
28547	Beautiful Arizona Estates	General	28,897	28,897	27,792	-	27,792
28548	192nd Ave.	General	247	247	874	-	874
28793	Queen Creek Water Improv	General	-	-	21,003	-	21,003
28795	Circle City Community Park	General	13,000	13,000	13,800	-	13,800
			$ 246,136	$ 246,136	$ 231,323	$ -	$ 231,323

Street Lighting Improvement District Levies Secondary Roll

MARICOPA COUNTY
STREET LIGHTING IMPROVEMENT DISTRICT LEVIES
SECONDARY ROLL
FISCAL YEAR 2002-03

DIST #	DESCRIPTION	2001-02 BUDGET	2002-03 BUDGET	DIRECT TAX LEVY	2002 NET ASSESSED VALUATION	2002 TAX RATE
23189	Anthem I	$ 221,436	$ 216,000	$ 281,306	$ 25,548,558	1.1011
13879	Apache Cntry Club Est. 1	6,970	7,008	7,656	2,064,874	0.3708
13908	Apache Cntry Club Est. 3	10,587	10,644	11,675	3,172,900	0.3680
13447	Apache Cntry Club Est. 5	3,861	3,888	4,560	1,507,450	0.3025
13446	Apache Wells Mobil P 1&2	12,875	12,948	13,957	2,028,370	0.6881
13972	Apache Wells Mobile P 3	7,624	7,668	8,108	1,249,422	0.6489
13109	Apache Wells Mobile P 3A	1,904	1,920	2,071	211,389	0.9797
13248	Apache Wells Mobile P 3B	2,850	2,868	3,080	372,467	0.8269
13974	Apache Wells Mobile P 4	5,570	5,604	6,099	1,444,287	0.4223
13978	Apache Wells Mobile P 4A	2,419	2,436	2,735	478,993	0.5710
13448	Apache Wells Mobile P 4B	927	936	1,011	182,050	0.5553
13955	Apache Wells Mobile P 5	2,431	2,448	2,664	279,304	0.9538
13315	Apache Wells Mobile P 6	2,430	2,448	2,680	477,357	0.5614
13420	Az Skies Mobil Estates	3,617	3,636	3,965	281,617	1.4079
13418	AZ Skies Mobile Est E2	2,855	2,868	3,021	167,358	1.8051
13490	Brentwood Acres	1,523	1,536	1,838	232,650	0.7900
13449	Caballeros Haciendas	1,191	1,200	1,339	323,900	0.4134
13070	Camelot Golf Club Est. 1	3,842	3,864	4,199	873,292	0.4808
13510	Camelot Golf Club Est. 2	3,248	3,264	3,510	1,208,775	0.2904
13450	Casa Mia	5,599	5,628	6,073	853,050	0.7119
13310	Casa Mia 2A	1,858	1,872	1,950	360,250	0.5413
13335	Casa Mia 2B	2,284	2,292	2,445	579,050	0.4222
13817	Cavalier	5,882	5,916	6,392	1,607,637	0.3976
13346	Circle City	2,915	2,940	3,198	784,020	0.4079
23255	Citrus Point	3,060	3,876	5,407	2,727,510	0.1982
13057	Clark Acres	685	684	738	301,880	0.2445
23254	Cloud Creek Ranch	984	984	1,023	246,740	0.4146
13177	Coronado Acres	555	564	612	200,150	0.3058
23137	Country Meadows 10	12,549	12,648	13,057	2,609,200	0.5004
13059	Country Meadows 9	15,528	15,564	16,555	2,085,600	0.7938
13863	Country Place at Chandler	6,315	6,348	6,948	1,684,300	0.4125
13838	Cox Heights 1	3,395	3,420	3,766	1,143,331	0.3294
13839	Cox Heights 2	9,441	9,492	10,101	2,412,600	0.4187
13888	Cox Heights 4	4,141	4,164	4,515	1,384,000	0.3262
13886	Cox Heights 6	1,132	1,140	1,247	352,250	0.3540
13885	Cox Heights 7	1,690	1,704	1,673	557,750	0.3000
13853	Cox Hghts 3 & Scot Est 12	8,658	8,712	9,486	3,111,190	0.3049
13210	Crestview Manor	762	768	813	163,400	0.4976
13228	Crimson Cove	1,713	1,728	1,782	129,294	1.3783
23176	Crystal Manor	6,737	6,780	6,766	956,550	0.7073
13103	Desert Foothills Est 5	3,502	3,528	3,809	1,156,149	0.3295
13107	Desert Foothills Est 6	4,568	4,596	4,920	1,224,280	0.4019
13329	Desert Saguaro Estates 1	3,617	3,636	4,037	466,350	0.8657
13348	Desert Saguaro Estates 2	1,523	1,536	1,687	405,850	0.4157
13072	Desert Sands Golf & CC 3	5,062	5,088	5,361	651,713	0.8226
13121	Desert Sands Golf & CC 4	8,945	9,000	9,553	1,241,069	0.7697
13356	Desert Sands Golf & CC 6	2,229	2,244	2,413	368,816	0.6543
13357	Desert Sands Golf & CC 7	3,807	3,828	3,842	492,920	0.7794
13492	Desert Sands Golf & CC 8	4,758	4,788	5,126	1,035,200	0.4952
13451	Desert Skies	1,504	1,512	1,599	249,800	0.6401
13396	Desert Skies 2	1,879	1,884	2,064	359,150	0.5747
23344	Dreaming Summit 1,2a,2b		22,176	31,113	3,640,080	0.8547

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2001-02 BUDGET	2002-03 BUDGET	DIRECT TAX LEVY	2002 NET ASSESSED VALUATION	2002 TAX RATE
13836	Dreamland Villa	$ 1,683	$ 1,692	$ 1,830	$ 278,750	0.6565
13840	Dreamland Villa 02	2,456	2,472	2,667	1,258,013	0.2120
13859	Dreamland Villa 03	4,798	4,824	5,241	815,925	0.6423
13872	Dreamland Villa 04	2,122	2,136	2,251	406,750	0.5534
13890	Dreamland Villa 05	5,395	5,424	6,028	963,500	0.6256
13909	Dreamland Villa 06	3,823	3,840	4,125	867,650	0.4754
13919	Dreamland Villa 07	5,931	5,964	6,464	1,228,550	0.5261
13921	Dreamland Villa 08	4,092	4,116	4,400	983,200	0.4475
13930	Dreamland Villa 09	5,749	5,784	6,295	1,184,950	0.5312
13937	Dreamland Villa 10	5,374	5,400	5,737	1,104,750	0.5193
13943	Dreamland Villa 11	7,794	7,836	8,482	1,585,005	0.5351
13951	Dreamland Villa 12	6,502	6,540	7,039	1,251,250	0.5626
13973	Dreamland Villa 14	12,462	12,528	13,454	3,007,570	0.4473
13995	Dreamland Villa 15	8,160	8,208	8,661	1,853,172	0.4674
13452	Dreamland Villa 16	9,677	9,732	10,492	2,056,020	0.5103
13453	Dreamland Villa 17	2,933	2,952	3,129	656,700	0.4765
13191	Dreamland Villa-19	762	768	803	328,950	0.2441
13010	Empire Gardens 2	955	960	1,087	195,900	0.5549
13287	Empire Gardens 3	965	972	1,093	207,700	0.5262
13288	Empire Gardens 4	1,119	1,128	1,221	231,650	0.5271
13844	Esquire Villa 1	4,902	4,932	5,280	790,230	0.6682
13079	Estate Ranchos	876	876	922	406,690	0.2267
13855	Glenmar	1,853	1,860	1,999	374,400	0.5339
13005	Golden West 2	7,792	7,836	8,334	1,593,450	0.5230
13437	Granite Reef Vista Park	799	804	866	192,800	0.4492
13874	Hallcraft 1	25,183	25,332	26,946	7,518,220	0.3584
13875	Hallcraft 2	15,172	15,252	16,272	4,516,770	0.3603
13876	Hallcraft 3	10,541	10,596	11,286	6,610,000	0.1707
13820	Hidden Village	1,507	1,512	1,631	933,350	0.1747
13913	Holiday Gardens 1	155	156	0	419,300	0.0000
13184	Hopeville	1,086	1,104	741	75,029	0.9876
13869	J & O Frontier Place	2,374	2,388	2,481	856,324	0.2897
13343	Knott Manor	1,742	1,752	1,566	207,750	0.7538
13478	La Casa Bonita	1,215	1,224	967	127,960	0.7557
13424	Linda Vista	3,409	3,432	3,825	525,650	0.7277
13454	Linda Vista 2	2,869	2,880	3,028	531,530	0.5697
13128	Litchfield Park 17	3,125	3,168	3,527	694,400	0.5079
13386	Litchfield Park 18	3,214	3,300	3,842	1,004,600	0.3824
13075	Litchfield Park 19	3,717	3,780	4,339	1,779,400	0.2438
23145	Litchfield Vista Views II	1,878	1,896	2,051	992,190	0.2067
13455	Lucy T. Homesites 2	2,719	2,736	2,978	531,104	0.5607
13456	Luke Field Homes	7,374	7,332	7,354	514,069	1.4305
13459	McAfee Mobile Manor	1,492	1,500	1,669	236,331	0.7062
13870	McCormick Estates 1	1,426	1,440	1,619	280,585	0.5770
13810	Melville 1	5,379	5,412	5,799	1,334,350	0.4346
13884	Mereway Manor	5,085	5,112	5,729	1,740,490	0.3292
13825	Mesa Country Club Park	3,017	3,036	3,401	597,250	0.5694
13352	Mesa East	18,167	18,276	19,746	2,787,541	0.7084
13271	Mesquite Trails	3,350	3,372	3,597	615,686	0.5842
13371	Oasis Verde	6,354	6,384	6,898	1,066,250	0.6469
23076	Pinnacle Ranch at 83rd Ave	2,607	2,628	2,785	943,090	0.2953
13311	Pomeroy Estates	2,162	2,172	2,244	519,993	0.4315
13325	Queen Creek Plaza	1,713	1,728	1,751	248,500	0.7046
13402	Rancho Del Sol 2	2,785	2,868	3,144	1,080,270	0.2910
13460	Rancho Grande Tres	6,350	6,384	6,860	1,323,437	0.5183
13326	Rio Vista West	4,514	4,560	4,966	638,270	0.7780
13312	Rio Vista West 2	534	540	599	207,820	0.2882
13837	Scottsdale Cntry Acres	3,578	3,600	3,983	1,299,850	0.3064

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2001-02 BUDGET	2002-03 BUDGET	DIRECT TAX LEVY	2002 NET ASSESSED VALUATION	2002 TAX RATE
13882	Scottsdale Cntry Acres 2	$ 5,884	$ 5,916	$ 6,399	$ 1,909,350	0.3351
13801	Scottsdale Estates 01	4,700	4,728	5,307	1,327,026	0.3999
13816	Scottsdale Estates 02	4,924	4,956	5,389	1,527,048	0.3529
13821	Scottsdale Estates 03	6,672	6,708	7,133	2,457,400	0.2903
13812	Scottsdale Estates 04	12,281	12,348	13,260	3,170,450	0.4182
13827	Scottsdale Estates 05	10,041	10,092	10,621	3,351,320	0.3169
13849	Scottsdale Estates 06	10,527	10,584	11,302	3,147,057	0.3591
13848	Scottsdale Estates 07	10,364	10,416	11,228	3,069,658	0.3658
13850	Scottsdale Estates 08	6,820	6,864	7,432	2,224,650	0.3341
13851	Scottsdale Estates 09	4,355	4,380	4,640	1,155,350	0.4016
13868	Scottsdale Estates 16	5,649	5,676	5,904	1,449,500	0.4073
13802	Scottsdale Highlands 1	1,700	1,704	1,854	686,150	0.2702
13813	Scottsdale Highlands 2	1,878	1,884	2,033	618,900	0.3285
13864	Scottsdale Highlands 4	1,153	1,164	1,256	382,100	0.3287
13896	Scottsdale Highlands 5	1,502	1,512	1,692	383,450	0.4413
23324	SCW Expansion 17	76,225	75,120	80,253	13,872,218	0.5785
13991	Suburban Ranchettes	3,881	3,360	2,645	940,130	0.2813
13935	Sun City 01	238,234	238,224	274,166	31,354,796	0.8744
13917	Sun City 05	14,601	14,772	15,759	2,822,553	0.5583
13916	Sun City 06	34,962	34,968	37,676	5,202,175	0.7242
13923	Sun City 06C	26,457	26,652	28,597	4,318,344	0.6622
13924	Sun City 06D	24,355	24,348	26,054	3,519,711	0.7402
13925	Sun City 06G	10,048	10,128	11,162	2,039,047	0.5474
13926	Sun City 07	8,364	8,340	9,654	1,796,829	0.5373
13927	Sun City 08	10,216	10,296	11,558	2,168,398	0.5330
13928	Sun City 09	8,355	8,424	9,648	1,525,849	0.6323
13263	Sun City 10	18,737	18,672	21,621	3,823,622	0.5655
13281	Sun City 10A	17,479	17,640	20,538	3,582,735	0.5732
13931	Sun City 11	35,940	35,364	39,977	6,098,340	0.6555
13952	Sun City 11A	8,707	8,748	9,891	1,221,959	0.8094
13932	Sun City 12	27,194	27,456	30,740	4,230,197	0.7267
13964	Sun City 14	5,111	5,160	5,653	577,897	0.9782
13933	Sun City 15	3,162	3,156	3,452	1,107,678	0.3116
13938	Sun City 15B	4,807	4,848	5,020	1,004,229	0.4999
13953	Sun City 15C	10,278	10,368	11,370	3,245,754	0.3503
13372	Sun City 15D	4,258	4,212	4,327	347,387	1.2456
13970	Sun City 16	19,538	18,900	18,698	7,280,580	0.2568
13934	Sun City 17	3,996	4,032	4,263	570,027	0.7479
13940	Sun City 17A	2,433	2,568	2,782	375,850	0.7402
13941	Sun City 17B & 17C	6,848	6,912	7,611	1,457,936	0.5220
13404	Sun City 17E F&G	7,828	7,812	8,885	2,275,256	0.3905
13432	Sun City 17H	3,608	3,636	3,929	932,854	0.4212
13939	Sun City 18 & 18A	27,107	28,008	31,264	4,899,354	0.6381
13942	Sun City 19 & 20	30,637	31,392	34,654	4,975,314	0.6965
13950	Sun City 21 & 21A	26,647	26,748	30,069	4,547,097	0.6613
13954	Sun City 22 & 22A	24,226	24,612	27,351	3,263,965	0.8380
13965	Sun City 22B	7,649	7,716	8,545	2,359,220	0.3622
13944	Sun City 23	16,724	16,908	18,821	3,152,240	0.5971
13985	Sun City 24	6,406	6,456	7,382	2,030,590	0.3635
13992	Sun City 24B	6,489	6,600	7,312	2,306,180	0.3171
13999	Sun City 24C	4,188	4,224	4,821	1,664,350	0.2897
13966	Sun City 25	30,251	30,528	34,830	6,253,644	0.5570
13967	Sun City 25A	16,279	16,536	18,868	3,044,567	0.6197
13986	Sun City 26	14,854	14,976	16,878	3,648,966	0.4625
13989	Sun City 26A	12,609	12,744	14,327	2,237,531	0.6403
13968	Sun City 27	7,981	8,040	8,378	1,782,567	0.4700
13993	Sun City 28	2,783	2,832	3,061	757,663	0.4040

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2001-02 BUDGET	2002-03 BUDGET	DIRECT TAX LEVY	2002 NET ASSESSED VALUATION	2002 TAX RATE
13421	Sun City 28A	$ 2,065	$ 2,088	$ 2,347	$ 685,546	0.3424
13499	Sun City 28B	2,254	2,280	2,685	418,159	0.6421
13969	Sun City 30	30,529	30,252	32,084	5,449,646	0.5887
13990	Sun City 31	11,623	11,712	13,138	2,243,017	0.5857
13486	Sun City 31A	20,154	20,184	21,624	3,891,217	0.5557
13994	Sun City 32	11,443	11,544	12,373	2,202,416	0.5618
13485	Sun City 32A	15,215	15,336	17,565	3,717,767	0.4725
13401	Sun City 33	18,887	19,068	20,124	3,539,374	0.5686
13438	Sun City 34	3,210	3,204	3,571	735,899	0.4853
13439	Sun City 34A	14,892	15,024	15,896	3,511,585	0.4527
13419	Sun City 35	22,682	22,860	24,355	4,206,751	0.5790
13440	Sun City 35A	14,888	14,844	15,787	2,970,824	0.5314
13441	Sun City 36	4,984	5,088	5,687	3,434,154	0.1656
13494	Sun City 37	13,244	13,236	13,962	2,122,546	0.6578
13351	Sun City 38	2,431	2,724	3,024	274,161	1.1030
13358	Sun City 38A	2,489	2,772	3,073	284,551	1.0799
13001	Sun City 38B	2,630	2,544	2,756	736,157	0.3744
13487	Sun City 39	9,115	9,216	10,138	3,110,907	0.3259
13488	Sun City 40	5,336	5,388	5,927	1,847,989	0.3207
13392	Sun City 41	9,885	9,960	10,829	1,907,652	0.5677
13495	Sun City 42	8,507	8,580	9,330	1,423,030	0.6556
13496	Sun City 43	16,506	16,680	17,996	2,644,370	0.6805
13316	Sun City 44	15,056	15,180	16,297	2,521,324	0.6464
13330	Sun City 45	11,759	11,808	12,634	2,373,302	0.5323
13331	Sun City 46	7,508	7,572	8,628	1,731,091	0.4984
13349	Sun City 47	16,782	16,920	18,068	2,929,974	0.6167
13364	Sun City 48	13,236	13,356	14,377	3,316,010	0.4336
13354	Sun City 49	17,290	17,448	18,577	3,523,884	0.5272
13376	Sun City 50	6,829	6,924	7,407	1,800,872	0.4113
13291	Sun City 50A	3,408	3,444	3,345	527,510	0.6341
13374	Sun City 51	10,899	10,824	11,610	2,166,254	0.5359
13375	Sun City 52	9,990	10,104	10,851	2,361,328	0.4595
13393	Sun City 53	23,896	24,120	25,820	6,693,393	0.3858
13394	Sun City 54	14,524	14,652	15,837	3,758,508	0.4214
13395	Sun City 55	15,848	16,020	17,298	3,203,170	0.5400
13397	Sun City 56	3,822	3,552	3,686	925,938	0.3981
13247	Sun City 57	8,292	8,388	9,124	1,805,269	0.5054
13298	Sun City West	694,301	686,976	744,386	178,524,786	0.4170
13383	Sun City West Expansion	131,899	130,884	140,240	30,651,823	0.4575
13433	Sun Lakes 01	5,605	5,640	6,063	1,076,421	0.5633
13434	Sun Lakes 02	5,876	5,904	6,268	1,045,232	0.5997
13463	Sun Lakes 03	9,335	9,384	9,996	1,430,336	0.6989
13264	Sun Lakes 03A	1,789	1,800	1,921	534,230	0.3596
13361	Sun Lakes 04	5,711	5,748	6,232	2,525,942	0.2467
13362	Sun Lakes 05	11,106	11,172	12,179	2,130,224	0.5717
13363	Sun Lakes 06	9,136	9,192	9,834	3,091,405	0.3181
13122	Sun Lakes 07	3,121	3,144	3,682	954,450	0.3858
13268	Sun Lakes 08	3,045	3,060	3,295	685,100	0.4810
13069	Sun Lakes 09	2,207	2,220	2,397	776,250	0.3088
13178	Sun Lakes 10	6,959	6,996	7,513	3,258,063	0.2306
13226	Sun Lakes 11 & 11A	1,298	1,308	1,404	1,060,650	0.1324
13219	Sun Lakes 12	7,093	7,128	7,684	2,623,461	0.2929
13220	Sun Lakes 14	5,783	5,820	6,257	2,266,290	0.2761
13290	Sun Lakes 15	5,471	5,508	6,028	2,397,530	0.2514
13221	Sun Lakes 16 &16A	9,137	9,192	9,958	3,373,324	0.2952
13303	Sun Lakes 17	10,021	10,080	19,592	3,346,450	0.5855

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2001-02 BUDGET	2002-03 BUDGET	DIRECT TAX LEVY	2002 NET ASSESSED VALUATION	2002 TAX RATE
13223	Sun Lakes 18	$ 12,303	$ 12,372	$ 13,369	$ 4,055,150	0.3297
13203	Sun Lakes 19	4,800	4,824	5,262	2,285,400	0.2302
13188	Sun Lakes 21	10,200	10,260	11,073	4,947,649	0.2238
13169	Sun Lakes 22	3,937	3,960	4,204	3,436,247	0.1223
13078	Sunrise Meadows 1	190	192	0	5,269,789	0.0000
13003	Sunrise Unit 5 Ph 2	2,692	2,160	2,160	719,450	0.3002
13147	Superstition View #1	3,198	3,216	3,645	489,090	0.7453
13056	The Vineyards of Mesa	8,591	8,640	9,079	1,762,800	0.5150
13862	Town & Country Scottsdale	2,004	2,016	2,191	593,650	0.3691
13051	Towne Meadows	17,246	17,340	18,579	6,286,989	0.2955
13830	Trail West	1,502	1,512	1,627	523,850	0.3106
13865	Trail West 2	1,883	1,896	2,089	672,800	0.3105
13132	Valencia Village	6,373	6,420	6,968	1,195,909	0.5827
13922	Velda Rose Cntry Club Add	2,386	2,400	2,580	287,582	0.8971
13901	Velda Rose Estates 1	1,112	1,116	1,247	207,950	0.5997
13911	Velda Rose Estates 2	1,683	1,692	1,857	258,450	0.7185
13912	Velda Rose Estates 3	1,853	1,860	2,006	505,050	0.3972
13929	Velda Rose Estates 4	1,853	1,860	2,007	470,400	0.4267
13962	Velda Rose Estates East	3,336	3,360	3,890	463,400	0.8394
13444	Velda Rose Estates East 2	1,488	1,500	1,598	329,700	0.4847
13422	Velda Rose Estates East 3	927	936	974	256,200	0.3802
13423	Velda Rose Estates East 4	1,297	1,308	1,462	186,800	0.7827
13359	Velda Rose Estates East 5	2,224	2,232	2,425	514,250	0.4716
13936	Velda Rose Gardens	3,576	3,600	3,766	326,720	1.1527
13176	Villa Royale	571	576	632	675,955	0.0935
13417	Western Ranchettes	2,835	2,856	3,137	461,880	0.6792
13465	Western Ranchettes 2	2,815	2,832	3,072	484,150	0.6345
		$ 3,112,985	$ 3,131,016	$ 3,472,667	$ 696,116,806	
					2002 SQUARE FOOTAGE	
13435	Az Skies Mobile Est. W 2	$ 1,868	$ 1,884	$ 2,248	314,226	0.7154
23104	Litchfield Vista Views	$ 1,677	$ 1,692	$ 1,818	1,351,641	0.1345

Personnel Plan

Introduction

Achieving Countywide strategic performance results, increasing employee job satisfaction and providing a better quality of life for employees and citizens alike, requires successful financial and personnel resource accountability. This Personnel Plan section provides management with the tools necessary to achieve organization objectives and measurable results in order to assess emerging personnel trends and make informed decisions. Accomplishing personnel strategies and improving accountability processes requires successful management of funded positions, administration and control of staffing resources and financial and personnel decision-making based upon accurate and timely data. The Office of Management and Budget (OMB) works to provide this information and ensure full funding for all positions through the Funded Position Policy, Budgeting for Results Policy, and the Lump Sum Budgeting Guidelines used in preparation of the annual budget.

Maricopa County's financial and personnel resource strategies focus on the recruitment and retention of productive employees. Retaining highly productive and accomplished employees requires alignment of employee performance with a personal commitment and cooperation in attaining Countywide objectives. Crucial elements of these processes include:

Compensation, including wages, benefits and employee leave programs.

Development of employee relations programs.

Ongoing development and maintenance of programs, processes, services, resources, and training to enhance the health, morale, productivity, and organizational knowledge of employees Countywide.

The operational and financial impact of human resources issues, trends, position control, recruitment and staff retention are contained in the following sections:

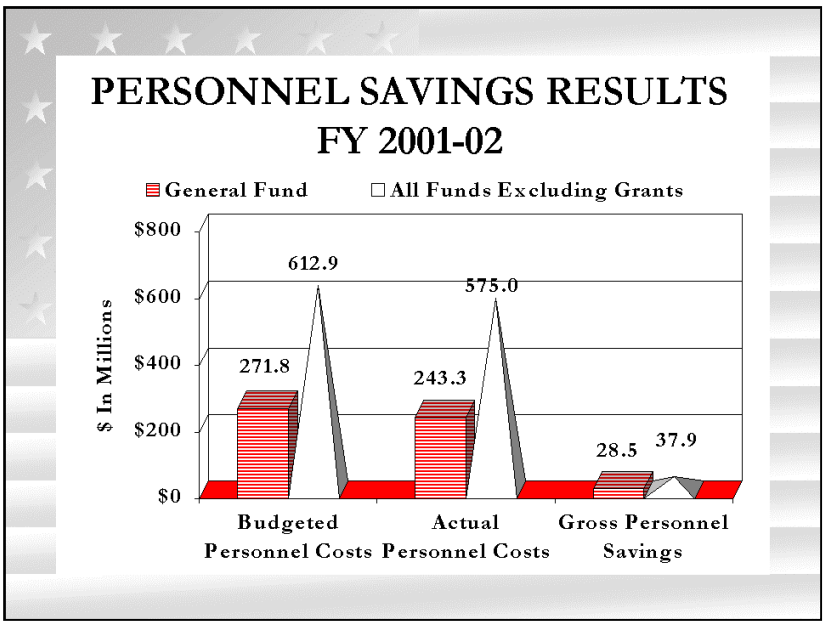
- Highlights
- Personnel Costs & Savings
- Attrition (Turnover Rates) & Vacancy Rates
- Employee Retention
- New Directions

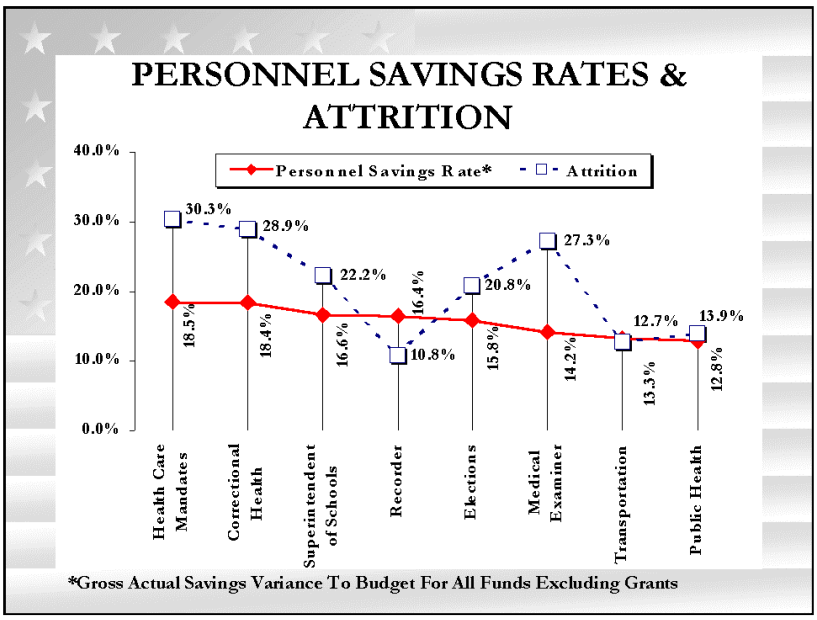
Information concerning departments with small numbers of employees (less than 25) should be used with extreme caution. A change of one or two vacancies, positions or terminations reflects a higher percentage change than those same movements within larger departments. These higher percentage changes may or may not reflect significant issues within these smaller departments.

Highlights

Maricopa County maintained its strategic position as a leader in the local labor market during FY 2001-02, despite a sagging economy, further compounded by the events of September 11, 2001. The success of Maricopa County's FY 2001-02 personnel strategies are attributed, in part, to the Countywide Managing for Results endeavors to align employees to organizational achievements. The leading performance indicators used to determine Maricopa County's success in managing financial and personnel resources are personnel savings, employee satisfaction and employee retention.

Countywide FY 2001-02 gross personnel savings for all funds[1], excluding grants, totaled $37.9 million or 6.2% of total budgeted personnel costs. FY 2001-02 General Fund gross personnel savings totaled $28.5 million or 10.5% of total budgeted personnel costs.



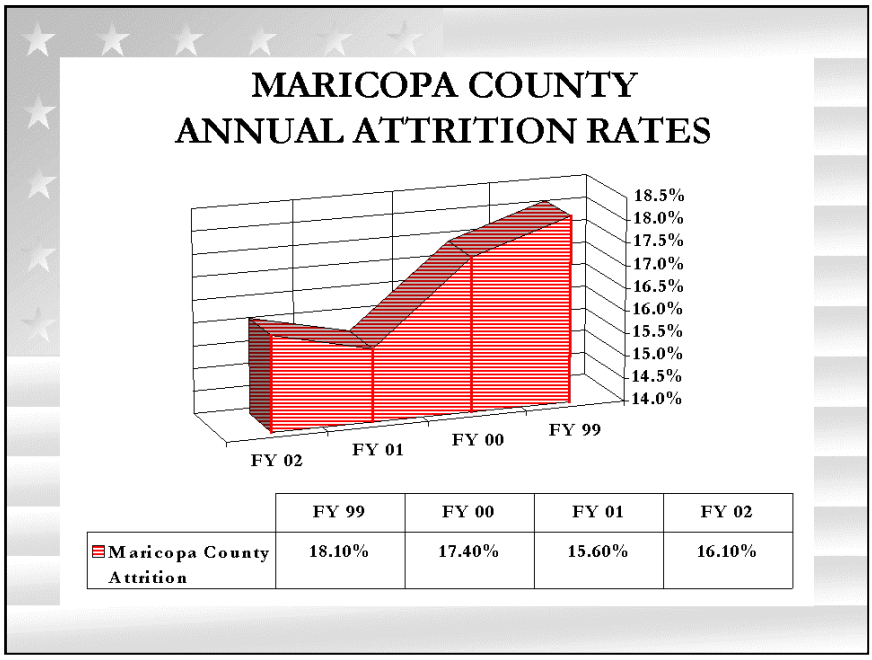


Departments with the *highest gross personnel savings* ***rate*** (for all funds excluding grants), i.e., percent gross actual variance to budget, are shown on the chart at left. Also shown are the corresponding attrition rates.

The table below shows the actual dollar amount of gross personnel savings (all funds excluding grants) for the departments represented in the above chart.

DEPARTMENT	GROSS PERSONNEL SAVINGS
Transportation	$ 3,343,800
Correctional Health	$ 2,181,144
Public Health	$ 864,141
Recorder	$ 600,979
Medical Examiner	$ 497,621
Elections	$ 476,002
Health Care Mandates	$ 373,515
Superintendent of Schools	$ 257,756

[1] Personnel savings are grouped by fund in this document. The General Fund is a general operating fund set-up to account for the resources and uses of general governmental operations of the County. Taxes provide most of these resources. Enterprise funds are accounted for in a method similar to private business enterprise, where user fees are intended to recover expenditures. Special Revenue Funds are restricted to use by statute and local policy. The personnel costs and savings section of this document places emphasis upon General Fund personnel savings. This fund has the greatest impact upon the citizens of Maricopa County. All other sections of this document which make reference to personnel savings include all funds (excluding grants).

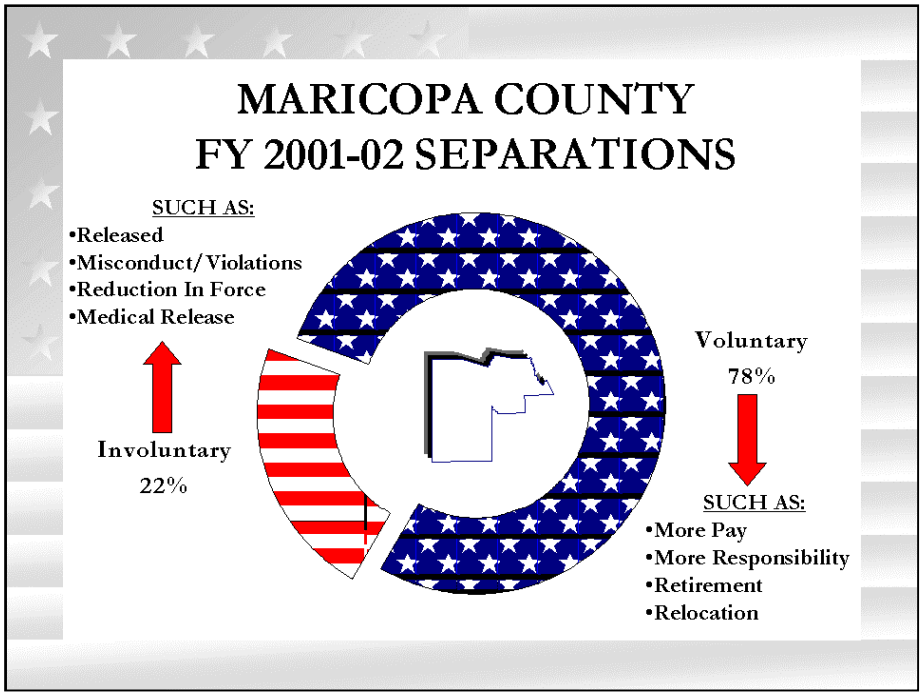


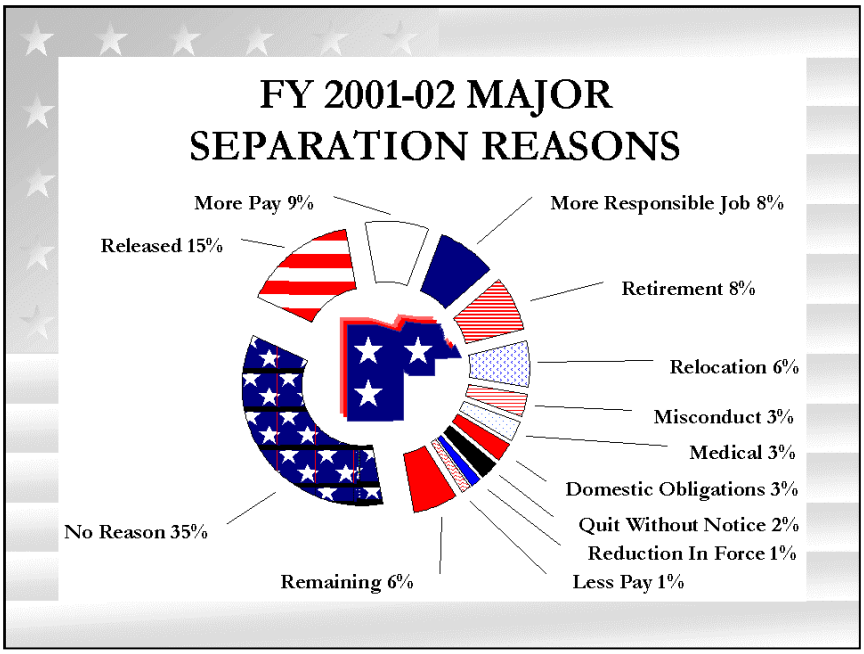
Attrition is an indication of how well employers hold on to their employees. FY 2001-02 Countywide attrition, or turnover, of 16.1% increased by 1/2 basis point over FY 2000-01 of 15.6%. This slight increase in attrition, as compared to previous years' movements shown on the chart at left, may indicate that employee turnover is stabilizing.

The formula for calculating attrition compares the number of employee separations to the number of positions filled and annualized. This formula does not include reductions-in-force or the move of nearly 300 employees from Maricopa County's Department of Medical Eligibility to the State of Arizona in October 2001. Additional detail is provided in the Attrition (Turnover Rates) & Vacancy Rates section of this personnel plan.

Employee separations refer to permanent separations from County employment. Separations are categorized as either voluntary or involuntary. Voluntary separations may result due to employee satisfaction issues. The higher the voluntary separation rates the higher the financial and operational impact to County departments. Involuntary separation increases may reflect personnel training, recruitment or performance issues.

The chart at right shows the distribution of FY 2001-02 employee separations by category. Voluntary separations represent 78% of all employee separations versus 22% involuntary separations.



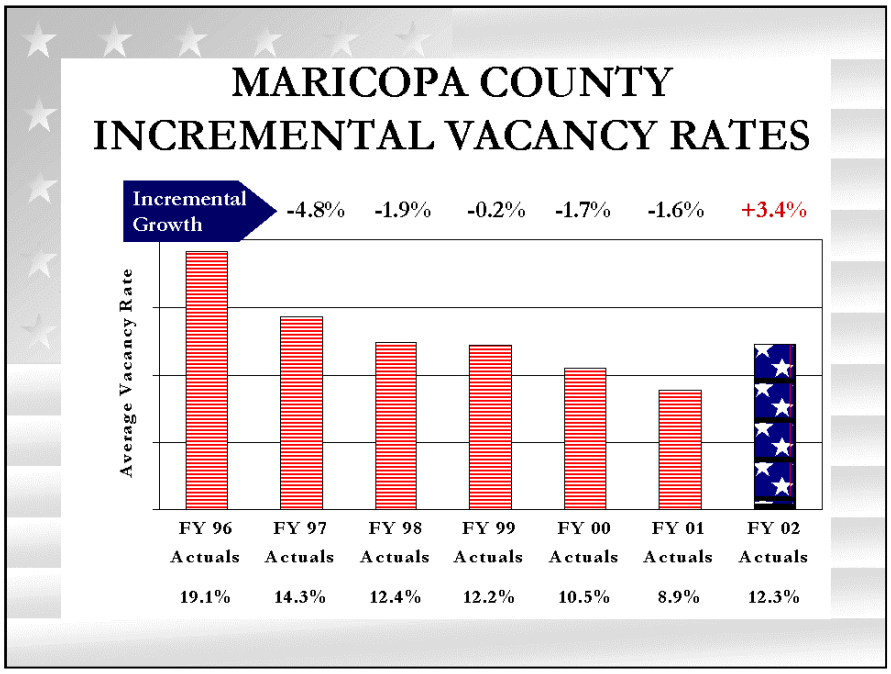


During FY 2001-02, 35% of employees leaving gave no reason for separation. 15% of total separations represent employees released while on initial probation or involuntary leave from unclassified status. Other major separation reasons were for more pay, more responsible jobs, retirement, relocation, misconduct or violation of rules, medical reasons, domestic obligations, quitting without giving a 3 day notice, reductions-in-force and for a similar job with less pay. The breakdown is provided on the chart at left.

Vacant positions may indicate how well employers utilize employees in relationship to results achieved. High vacancy rates may indicate recruitment issues. Maricopa County continues to assess staffing levels and vacancy rates in order to determine whether operational issues are adequately addressed.

Maricopa County's FY 2001-02 *vacancy rate* was 12.3%. This represents an increase of 3.4 basis points over FY 2000-01 vacancy rate of 8.9%. The increase in vacant positions is partially due to the Board of Supervisors approved Budget Balancing Plan established in October 2001 to offset the effects of the recessionary economy and the tragic events of September 11, 2001. The Plan encouraged managers to leave non-critical positions vacant through year-end, thus, creating vacancy savings. Recruitment complexities may also be a cause for high vacancy rates.

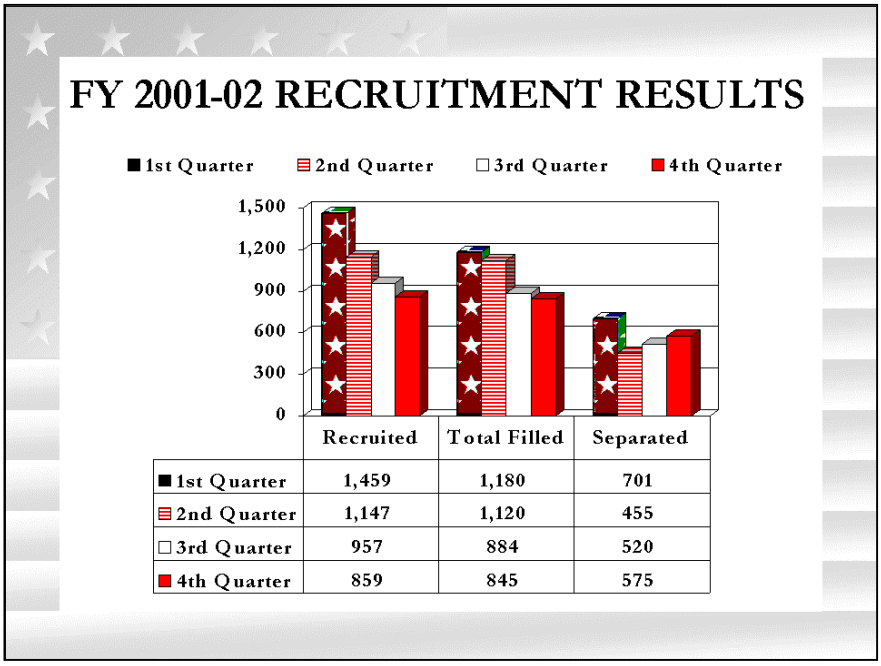
The chart at right shows year-over-year incremental vacancy rate growth along with the actual fiscal year vacancy rates for Maricopa County.



Departments with vacancy rates for FY 2001-02 that are higher than the Countywide vacancy rate of 12.3% are shown on the table below. Keep in mind that departments with fewer than 25 employees are not included in this table, but they are shown in the Attrition (Turnover Rates) & Vacancy Rates section.

DEPARTMENT	FY 2001-02 VACANCY RATE
Maricopa Health Delivery System	26.2%
Correctional Health	23.0%
Health Plans	18.7%
Housing	16.9%
Animal Care and Control	15.9%
Superintendent of Schools	15.6%
Human Services	15.2%
Treasurer	14.1%
Public Health	14.0%
Transportation	12.9%
Medical Examiner	12.7%

Maricopa County continues to focus on Managing for Results (MfR) in order to assist management in identifying trends before they happen. Tracking performance results provides information vital to decision-making.



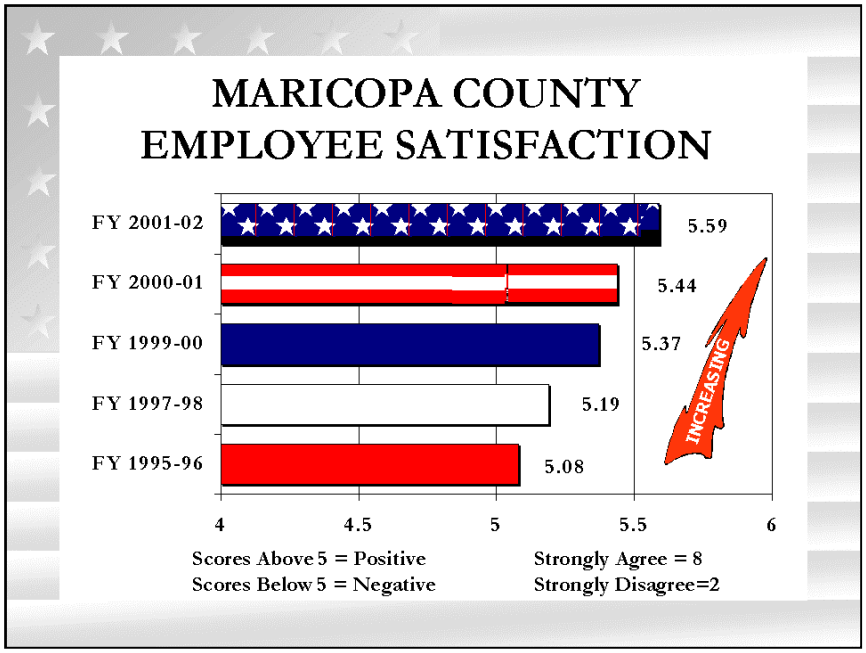
The results of Maricopa County's belt-tightening may be viewed on the chart at right. The total numbers of positions recruited quarterly continue on a downward trend from the 1st quarter through the 4th quarter FY 2001-02. This may be a reflection of the County's cost cutting measures instituted during October 2001. The total numbers of positions filled follow the same trend as those recruited. The raw numbers of positions filled, as shown on the chart, suggest that the job market may be shrinking. This issue requires further investigation. The drop in the numbers of positions separated during the 2nd quarter may be due to the affects of the events of September 11, 2001. Increases in the number of separations during the 4th quarter appear to be mainly due to a 59% increase in employees retiring, 63% increase in involuntary separations due to misconduct and violation of rules, and a 100% increase in reductions-in-force. These separation reasons are not a reflection of dissatisfaction on the part of employees.

The Board of Supervisors approved 13,720 salary advancements with an annualized cost of $19.5 million or an average 6.3% for the fiscal year ending June 30, 2002. The annualized cost to the FY 2002-03 budget was $26.3 million. Salary advancements, which contribute to the retention of quality employees, include all personnel actions, such as job reclassifications, performance increases, grade adjustments, special salary advancements, etc., and also provide the means for maintaining labor market equity.

FY 2001-02 salary advances completed and annualized cost to the FY 2002-03 budget are listed on the table below:

DEPARTMENT NAME	NUMBER OF ADVANCEMENTS	FY 2001-02 COST OF ADVANCEMENTS	ANNUALIZED COST TO FY 2002-03 BUDGET	AVERAGE INCREASE
Adult Probation	984	$ 735,643	$ 1,123,031	3.3%
Animal Care and Control	180	46,269	274,551	5.2%
Assessor	300	213,810	303,303	3.3%
Board Of Supervisors District 1	4	8,249	17,894	12.1%
Board Of Supervisors District 2	2	13,476	18,103	22.2%
Board Of Supervisors District 3	1	3,237	10,022	16.6%
Board Of Supervisors District 4	-	-	-	0.0%
Board Of Supervisors District 5	3	1,377	13,990	12.7%
Chief Information Officer	58	84,054	137,724	4.2%
Clerk of Board of Supervisors	6	3,608	11,860	6.1%
Clerk of Superior Court	627	663,621	1,009,925	5.5%
Community Development	13	25,845	39,317	8.3%
Constables	6	5,309	6,890	3.6%
Correctional Health	179	180,515	341,246	5.7%
County Administrative Officer	19	16,206	41,614	4.5%
County Attorney	966	2,379,633	3,112,559	8.4%
County Call Center	26	30,664	42,700	6.6%
Criminal Justice Facilities Development	8	12,006	29,002	5.5%
Elections	66	118,223	184,725	9.5%
Emergency Management Svcs	15	15,894	26,580	5.2%
Environmental Services	275	322,731	597,815	6.2%
Equipment Services	65	77,261	94,649	4.3%
Facilities Management	175	218,153	302,866	5.1%
Finance	3	5,516	11,004	6.3%
Flood Control District	179	194,587	283,759	3.5%
Health Care Mandates	2	7,516	11,129	16.2%
Health Delivery System	2,045	3,288,604	4,053,191	5.4%
Health Plans	329	555,091	659,822	6.8%
Housing	37	23,738	54,204	4.8%
Human Resources	81	86,887	115,278	3.8%
Human Services	307	613,338	698,707	9.4%
Indigent Representation	486	1,291,075	1,561,202	7.8%
Integrated Criminal Justice Info System	13	11,044	24,263	2.4%
Internal Audit	16	9,081	17,414	2.1%
Judicial Mandates	38	91,229	108,639	6.5%
Justice Courts	223	133,832	191,214	3.2%
Juvenile Probation	638	499,378	780,703	3.7%
Library District	172	449,794	608,658	14.5%
Management & Budget	16	21,848	37,020	4.2%
Materials Management	30	30,820	38,022	3.5%
Medical Examiner	64	113,065	178,127	5.9%
Parks & Recreation	70	81,711	137,202	5.7%
Planning & Development	100	100,419	168,090	4.5%
Public Fiduciary	31	12,181	33,408	2.9%
Public Health	636	406,813	1,003,785	5.5%
Recorder	69	120,849	191,073	9.2%
Research & Reporting	-	-	-	0.0%
Risk Management	25	28,202	48,358	4.9%
Sheriff	2,502	4,335,669	4,990,821	5.9%
Solid Waste Management	3	3,851	4,489	3.0%
Stadium District MLB	3	5,046	7,392	4.6%
Superintendent of Schools	16	22,194	39,505	5.0%
Superior Court	756	878,038	1,012,157	4.3%
Telecommunications	40	62,820	105,945	6.8%
Transportation	556	524,923	971,519	4.9%
Treasurer	54	59,417	82,225	4.0%
TOTALS	**13,720**	**$ 19,565,497**	**$ 26,344,618**	**6.3%**

Maricopa County strives to meet staffing objectives while increasing resource accountability through an ongoing commitment to attract and retain highly qualified, diversified and satisfied employees. The County maintains a value-added compensation plan, leave plan and employee programs that provides competitive salary, wages and benefits, creative recruitment and innovative retention strategies. One of the major areas recently addressed focuses upon employee benefits, in order to increase employee satisfaction and maintain a competitive edge.



Maricopa County Employee Satisfaction Surveys provide management with critical information necessary to recruit and retain productive employees. Valuable experience is lost when employee separations increase. This results in costly recruitment and training, while adversely impacting customer confidence. Maricopa County's emphasis on employee satisfaction is geared to stem the flow of quality individuals leaving its employ. Successes in the areas of retention are evidenced by annual increases in overall employee satisfaction.

Maricopa County's focus upon Managing for Results enables management to place a high value on its employees, provide quality customer directed services and achieves organization-wide objectives. Providing diversified employee compensation options along with competitive salaries in this tightening economy are key to retaining employees.

Personnel Costs & Savings

FY 2001-02 actual personnel costs for all funds (excluding grants) totaled $612.9 million and gross actual personnel savings for all funds totaled $37.9 million. Gross actual personnel savings represent 6.2% of total personnel costs. The table below compares FY 2001-02 actual personnel costs and savings to budget.

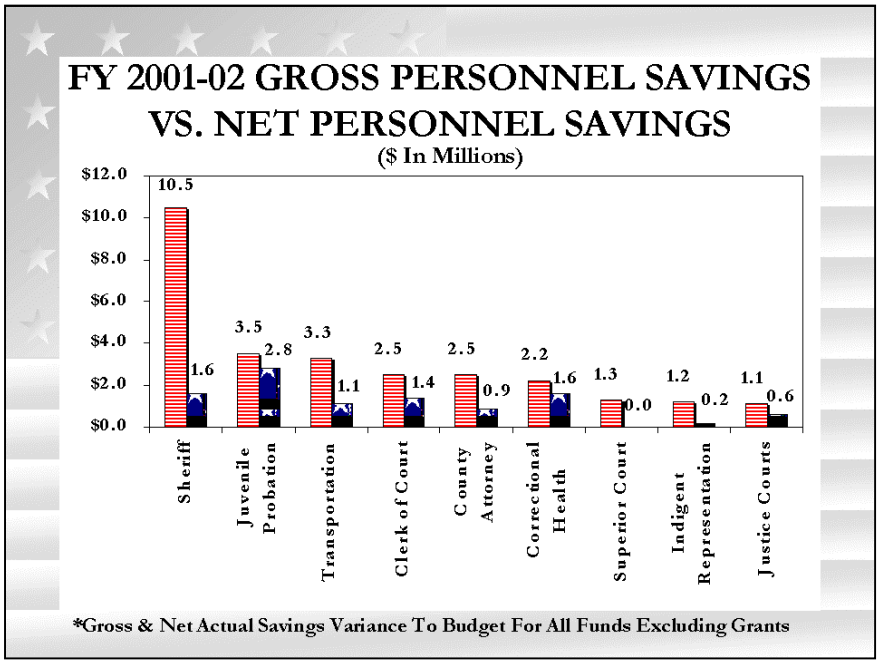
MARICOPA COUNTY FY 2001-02 PERSONNEL SAVINGS - ALL FUNDS EXCLUDING GRANTS

Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
$612,866,390	$575,029,695	$37,936,695	6.2%	$32,325,552	$5,511,143	17.1%

Current declining revenues and an expanding population affects Maricopa County's ability to provide quality services to its citizens. The sagging economy impacts financial and personnel resources in the areas of employee turnover, retention, productivity, hiring, training and development, and compensation. Through wise management of personnel resources, Maricopa County may reduce the impact of a possible degradation of services during this economic slump.

Personnel savings result when positions remain vacant, the actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused.

The chart at right shows the FY 2001-02 major gross personnel savings compared to net personnel savings by department for all funds excluding grants.



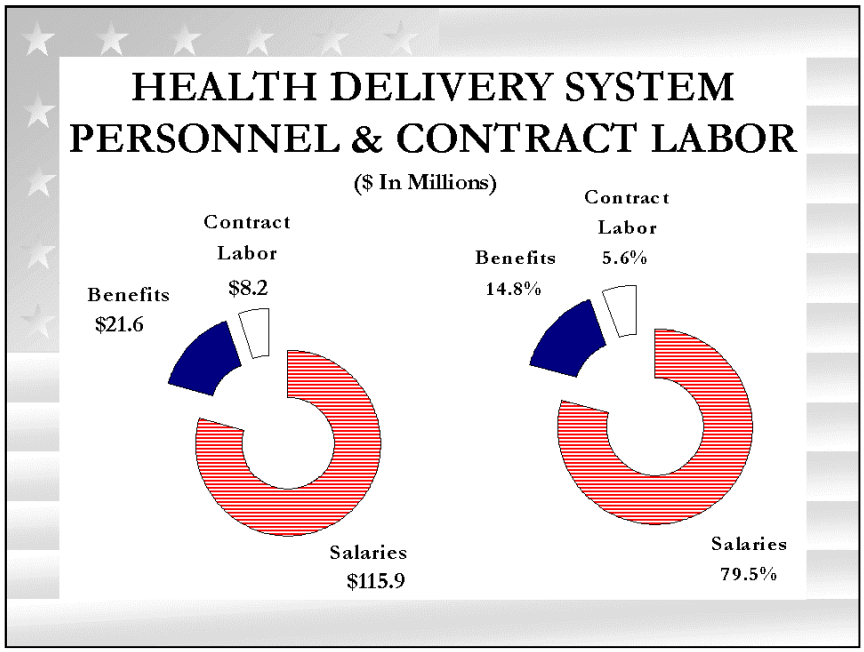
The table below compares number of employees, actual personnel costs, total salary advancements, and gross personnel savings based upon major departmental gross personnel savings.

DEPARTMENT	GROSS PERSONNEL SAVINGS	PERSONNEL COSTS	SALARY ADVANCEMENTS	NUMBER OF EMPLOYEES
Sheriff	$ 10,528,183	$ 105,184,932	$ 4,335,669	2,238
Juvenile Probation	3,529,528	33,436,775	499,378	793
Transportation	3,343,800	21,765,229	524,923	443
Clerk of Court	2,519,398	19,791,419	663,621	638
County Attorney	2,494,852	35,451,397	2,379,633	864
Correctional Health	2,181,144	9,652,738	180,515	204
Superior Court	1,328,083	37,836,507	878,038	815
Indigent Representation	1,175,311	27,209,985	1,291,075	504
Justice Courts	1,106,908	11,842,043	133,832	270
Adult Probation	897,761	17,831,013	735,643	1,065
Public Health	864,141	5,900,465	406,813	461
Library District	648,214	5,443,239	449,794	126
Facilities Management	636,273	8,521,781	218,153	222
Recorder	600,979	3,053,113	120,849	64
Flood Control	582,234	11,815,528	194,587	214
Assessor	552,135	12,178,181	213,810	311

The Health Delivery System represents 24% of Maricopa County's FY 2001-02 actual personnel costs for all funds excluding grants. The table below provides FY 2001-02 personnel results for the Health Delivery System.

HEALTH DELIVERY SYSTEM FY 2001-02 PERSONNEL RESULTS			
Budget Personnel Costs	Actual Personnel Costs	Gross Personnel Savings to Budget	% Gross Personnel Savings to Budget
$128,569,562	$137,447,735	($8,878,173)	(6.9%)

Due to the high vacancy rates and attrition in the health care industry, the County must continue to rely upon more costly and erratic contract labor to meet customer demands.



As shown on the chart at left, total contract labor FY 2001-02 represents 5.6% of the Health Delivery System workforce.

The table below shows the **General Fund FY 2001-02 Personnel Savings** by department, ***excluding General Government and Medical Eligibility.***

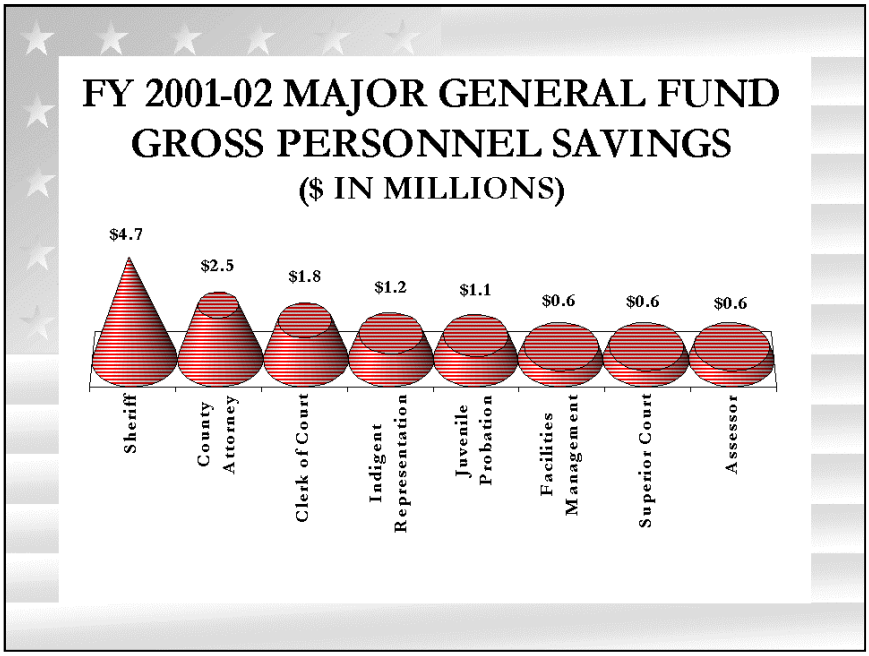
FY 2001-02 GENERAL FUND PERSONNEL SAVINGS *Excluding General Government and Medical Eligibility*

AGENCY NAME	GROSS BUDGET PERSONNEL COSTS	ACTUAL PERSONNEL COSTS	GROSS PERSONNEL SAVINGS	BUDGETED PERSONNEL SAVINGS	NET ACTUAL PERSONNEL SAVINGS	GROSS ACTUAL VARIANCE TO BUDGET
ADULT PROBATION	10,612,207	10,136,466	475,741	398,639	77,102	4.5%
ANIMAL CONTROL SERVICES	197,954	197,973	(19)	-	(19)	(0.0%)
ASSESSOR	12,730,316	12,178,181	552,135	622,890	(70,755)	4.3%
BOARD OF SUPERVISORS CLERK	377,731	357,323	20,408	-	20,408	5.4%
BOARD OF SUPERVISORS DISTRICT 1	213,954	204,833	9,121	-	9,121	4.3%
BOARD OF SUPERVISORS DISTRICT 2	202,985	185,273	17,713	-	17,713	8.7%
BOARD OF SUPERVISORS DISTRICT 3	212,360	196,938	15,422	-	15,422	7.3%
BOARD OF SUPERVISORS DISTRICT 4	201,088	176,695	24,393	-	24,393	12.1%
BOARD OF SUPERVISORS DISTRICT 5	213,689	212,236	1,453	-	1,453	0.7%
CHIEF INFORMATION OFFICER	3,998,397	3,757,458	240,939	240,298	641	6.0%
CLERK OF SUPERIOR COURT	20,233,783	18,450,687	1,783,096	1,118,479	664,617	8.8%
CONSTABLES	1,458,180	1,461,638	(3,458)	-	(3,458)	(0.2%)
COUNTY ADMINISTRATIVE OFFICER	1,134,235	933,126	201,109	33,243	167,866	17.7%
COUNTY ATTORNEY	37,946,249	35,451,397	2,494,852	1,644,634	850,218	6.6%
COUNTY CALL CENTER	1,131,964	1,040,154	91,810	49,389	42,421	8.1%
ELECTIONS	3,020,311	2,544,309	476,002	116,166	359,836	15.8%
EMERGENCY MANAGEMENT	68,402	50,435	17,967	10,185	7,782	26.3%
ENVIRONMENTAL SERVICES	569,327	566,195	3,132	9,235	(6,103)	0.6%
FACILITIES MANAGEMENT	9,158,054	8,521,781	636,273	600,117	36,156	6.9%
FINANCE	1,932,194	1,659,557	272,637	90,253	182,384	14.1%
HEALTH CARE MANDATES	2,017,217	1,643,702	373,515	76,630	296,885	18.5%
HUMAN RESOURCES	3,702,133	3,540,514	161,619	107,629	53,990	4.4%
HUMAN SERVICES	364,735	370,169	(5,434)	-	(5,434)	(1.5%)
INDIGENT REPRESENTATION	28,385,296	27,209,985	1,175,311	986,929	188,382	4.1%
INTERNAL AUDIT	975,987	936,893	39,094	18,000	21,094	4.0%
JUDICIAL MANDATES	2,227,914	2,096,006	131,908	151,926	(20,018)	5.9%
JUSTICE COURTS	12,834,532	11,773,279	1,061,253	532,958	528,295	8.3%
JUVENILE PROBATION	9,757,806	9,233,099	524,707	278,839	245,868	5.4%
MANAGEMENT & BUDGET	1,537,943	1,402,244	135,699	118,708	16,991	8.8%
MATERIALS MANAGEMENT	1,323,277	1,302,556	20,721	104,426	(83,705)	1.6%
MEDICAL EXAMINER	3,492,666	2,995,045	497,621	202,825	294,796	14.2%
PARKS & RECREATION	1,252,457	1,107,125	145,332	68,481	76,851	11.6%
PUBLIC FIDUCIARY	1,621,534	1,571,030	50,504	84,943	(34,439)	3.1%
PUBLIC HEALTH	5,148,452	4,581,318	567,134	415,477	151,657	11.0%
RECORDER	1,542,052	1,456,616	85,436	85,011	425	5.5%
SHERIFF	37,041,981	32,350,941	4,691,040	3,124,757	1,566,283	12.7%
SUPERINTENDENT OF SCHOOLS	1,549,125	1,291,369	257,756	60,586	197,170	16.6%
SUPERIOR COURT	34,920,859	34,352,667	568,192	1,298,984	(730,792)	1.6%
TREASURER	2,869,565	2,628,322	241,243	125,161	116,082	8.4%
TOTAL	271,812,800	243,273,259	28,539,541	21,095,846	7,443,695	10.5%

General Fund FY 2001-02 actual personnel costs totaled $243.3 million and gross actual personnel savings totaled $28.5 million. Gross actual personnel savings represent 11.7% of total personnel costs. The table below compares FY 2001-02 actual personnel costs and savings to budget.

MARICOPA COUNTY FY 2001-02 GENERAL FUND PERSONNEL SAVINGS						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
$271,812,800	$243,273,259	$28,539,541	10.5%	$21,095,846	$7,443,695	35.3%

The chart at right shows the major General Fund FY 2001-02 gross personnel savings by department. Excluded from the chart are General Government, which has no staff, and Medical Eligibility, which was transferred to the State of Arizona in October 2001.



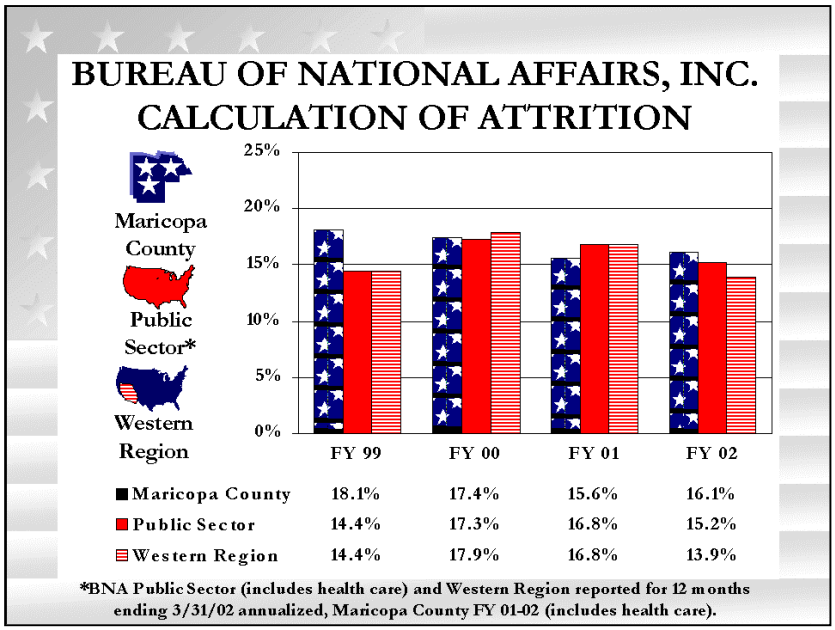
Changes in the number of authorized positions, vacant positions, employee turnover, timing issues related to filing newly created positions, recruitment efforts, employee satisfaction, and the state of the economy potentially impact personnel savings. Through Managing for Results initiatives, departments are better able to measure their personnel costs and associated personnel savings results in terms of attaining strategic objectives, thus improving financial accountability to employees and citizens alike.

Attrition & Vacancy Rates

Employee attrition, or turnover, results from employee separations and remains a major concern for employers nationwide. Replacing quality employees may involve additional hiring and training costs, possible service disruptions, and increased workloads for existing employees.

Maricopa County utilizes the Bureau of National Affairs, Inc., (BNA, Inc.), formula for calculating attrition and annualizes the result in order to compare itself to other public and private sector organizations. The BNA, Inc. calculated attrition formula compares the number of separating employees (true attrition based upon employees leaving the County) to the total number of filled positions. Maricopa County's FY 2001-02 attrition, or turnover, stands at 16.1%.

EMPLOYER ATTRITION RATE COMPARISONS		
Maricopa County	State of Arizona	U.S. Public Sector
16.1%	23.0%	15.2%

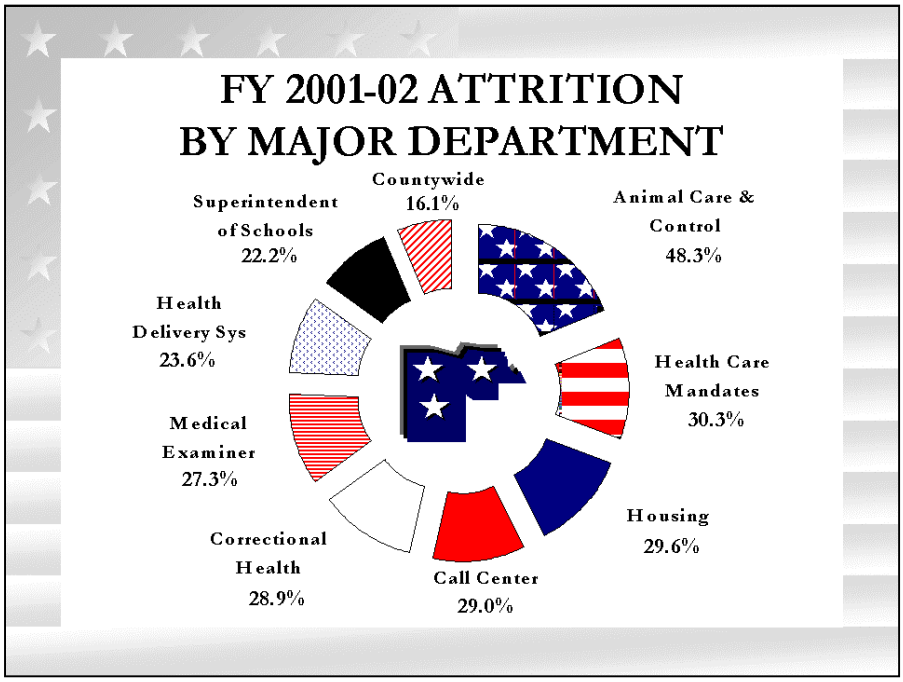


The chart at left compares Maricopa County's attrition rates to that of the public sector and western region of the nation.

Normally, during times of recession, attrition tends to decrease. Employees may be hesitant to pursue new employment opportunities, possibly due to higher unemployment rates and a less certain job market. Alternatively, Maricopa County's rate of attrition increased over the past fiscal year. This may be attributed to employee retirement increases of nearly 60% and 11% increases in employee misconduct or violation of rules over the past year.

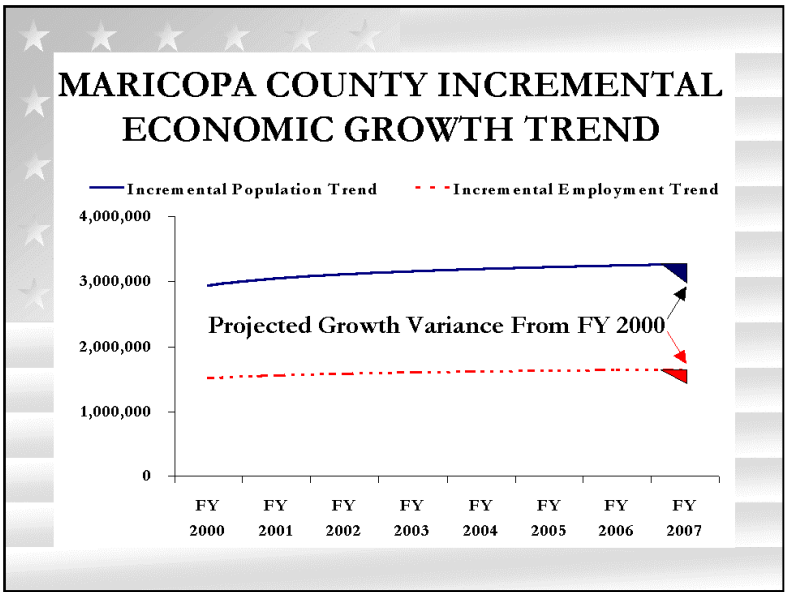
Departments with more than 25 employees, showing the highest rates of attrition are provided on the chart at right. These departments have the highest rate of employee separations compared to the total number of filled positions.

A critical shortage of technical staff, mainly related to nursing, adversely impacts the health care industry. Contract labor represents $8.2 million or 5.6% of FY 2001-02 personnel costs in the Maricopa County Health Delivery System.



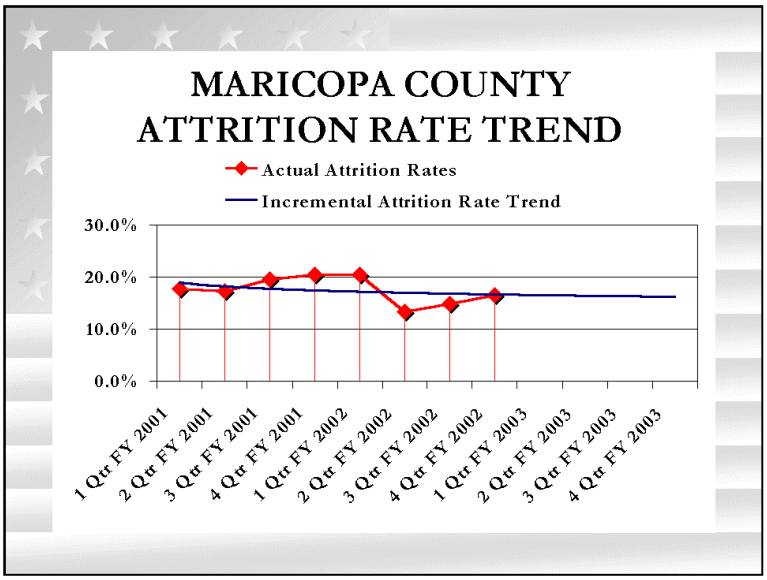
Maricopa County's incremental population growth has sustained an approximate 2.7% annual expansion versus its employment growth of approximately 1.2%.

	July 1, 2000	% Growth	July 1, 2001	% Growth	July 1, 2002	% Growth	July 1, 2003	% Growth
Population	2,954,157	3.0%	3,029,150	2.6%	3,104,077	2.5%	3,179,155	2.5%
Employment	1,516,300	3.6%	1,562,358	0.8%	1,570,170	0.0%	1,617,275	0.3%

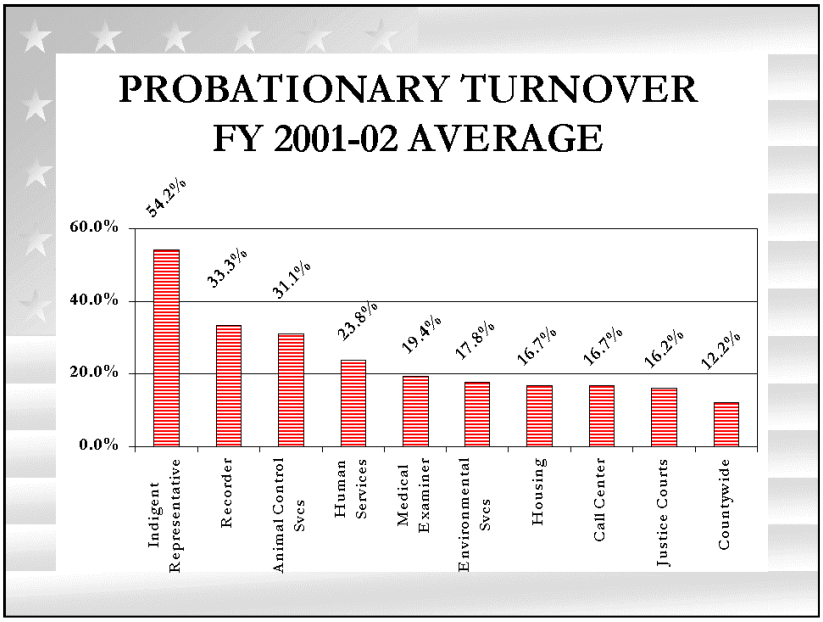


The incremental population growth trends and incremental employment trends for Maricopa County are shown on the chart at left. Population continues to grow at a faster pace, approximately 3.5% annually, versus employment at 2.3% annually. These expansions affect attrition by creating a highly competitive job market, which drives up the cost of labor. The recessionary economy drives up unemployment, thus increasing an already competitive job market.

During the annual budget cycle, Maricopa County's Office of Management and Budget certifies that department budgets and funding are adequate to support all authorized positions. The County's Budgeting for Results process utilizes department attrition and vacancy rates in order to successfully manage staffing resources and evaluate personnel trends as they develop. High attrition rates may indicate possible retention issues, whereas, high vacancy rates may indicate recruiting issues. Employee Satisfaction Surveys provide information that is critical to resolving high attrition and vacancy rate trends.



The chart at right provides the Maricopa County attrition rate trend through the end of FY 2002-03, and actual attrition rates by quarter from the 1st quarter of FY 2000-01. The significant drop in attrition during the 2nd quarter of FY 2001-02 appears to be due primarily to the events of September 11, 2001.



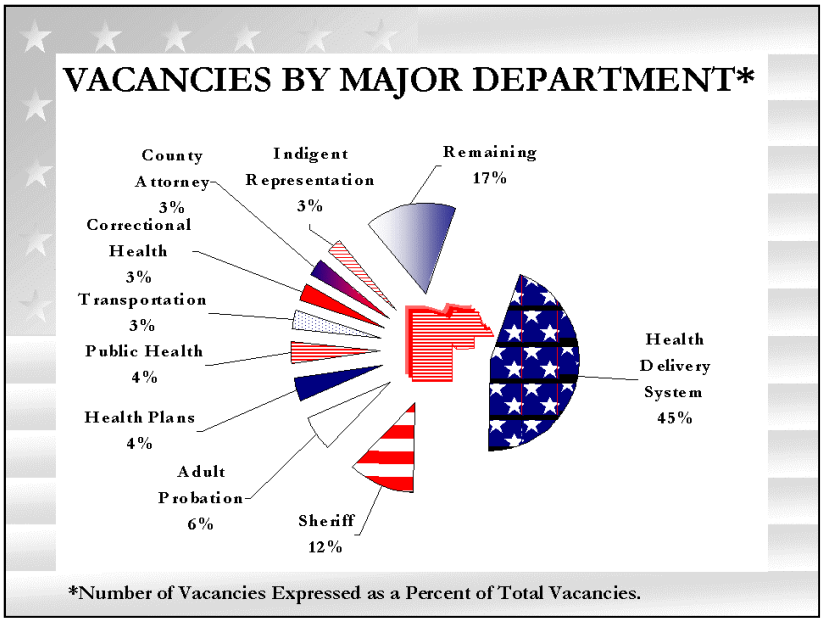
The chart at left shows the average probationary turnover, or attrition, by major department for FY 2001-02. Probationary turnover represents the percent of turnover during the first six months of the initial probationary period. The formula compares the number of individuals that left County service (either voluntarily or involuntarily) during the first six months of their

initial probation to the total new hires. This data is reviewed in an effort to identify trends. In those instances where turnover appears excessive, research is conducted and conversations with hiring authorities (or designees) are initiated in an effort to discover the cause(s) and to develop strategies to decrease future turnover rates.

The table below compares FY 2001-02 average annual probationary turnover to average annual turnover for the same period. High probationary turnover may indicate hiring and training issues, whereas, annual turnover may indicate retention issues. Departments that have no probationary turnover, including the Maricopa Integrated Health System that does not track probationary turnover, are not shown on the chart below.

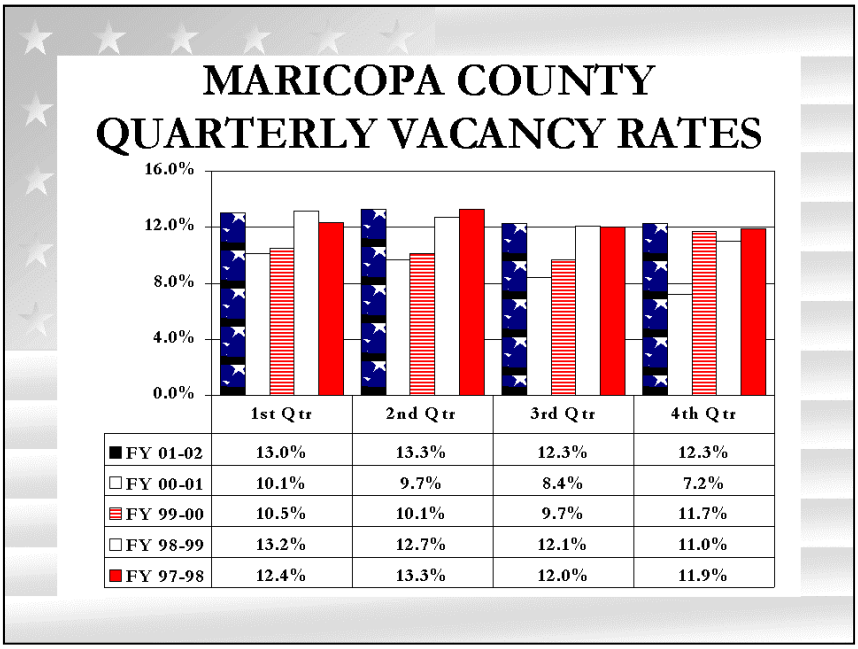
DEPARTMENT	FY 2001-02 AVERAGE ANNUAL PROBATIONARY TURNOVER	FY 2001-02 AVERAGE ANNUAL TURNOVER
ADULT PROBATION	11.6%	13.2%
ANIMAL CARE AND CONTROL	31.1%	45.5%
ASSESSOR	9.8%	8.2%
CALL CENTER	16.7%	29.1%
CLERK OF SUPERIOR COURT	14.6%	19.8%
CORRECTIONAL HEALTH	6.5%	29.9%
COUNTY ATTORNEY	9.3%	14.9%
ELECTIONS	10.0%	22.8%
ENVIRONMENTAL SERVICES	17.8%	9.6%
FACILITIES MANAGEMENT	12.1%	14.5%
FLOOD CONTROL DISTRICT	5.6%	7.2%
HOUSING	16.7%	30.1%
HUMAN RESOURCES	12.5%	11.7%
HUMAN SERVICES	23.8%	19.1%
INDIGENT REPRESENTATION	54.2%	8.9%
JUDICIAL MANDATES	57.1%	23.6%
JUSTICE COURTS	16.2%	16.6%
JUVENILE PROBATION	6.4%	12.5%
LIBRARY DISTRICT	6.3%	10.1%
MEDICAL EXAMINER	19.4%	26.4%
PARKS & RECREATION	7.1%	17.4%
PLANNING & DEVELOPMENT	12.5%	8.8%
PUBLIC HEALTH	11.9%	14.3%
RECORDER	33.3%	10.7%
SHERIFF	11.4%	14.8%
SUPERIOR COURT	7.0%	15.3%
TRANSPORTATION	6.0%	11.7%
TOTAL	**12.2%**	**16.3%**

Vacant positions are examined to ensure correct funding levels. The chart at right demonstrates those departments with the greatest number of vacant positions as of June 30, 2002, with the number of vacancies expressed as a percent of total vacancies. A total of 9 departments made up roughly 83% of total vacancies at fiscal year-end 2002. The remaining 48 departments comprised 17% of the total vacant positions at fiscal year-end 2002.



Managing vacancies is a results oriented strategic activity. Goals need to be identified and achievements measured to determine if the workforce delivers the programs, activities and services in achieving desired results at a desired level of employment.

Maricopa County quarterly vacancy rates are provided on the chart at right. High vacancies alone do not equate to high vacancy rates. The number of vacant positions as compared to the total number of positions authorized in the budget process completes the vacancy rate equation.

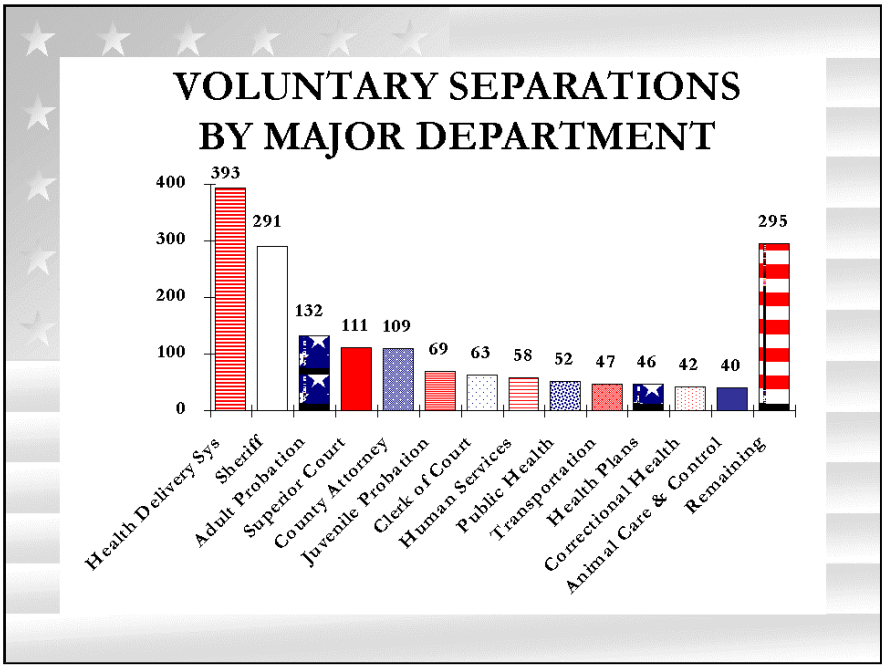


	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
FY 01-02	13.0%	13.3%	12.3%	12.3%
FY 00-01	10.1%	9.7%	8.4%	7.2%
FY 99-00	10.5%	10.1%	9.7%	11.7%
FY 98-99	13.2%	12.7%	12.1%	11.0%
FY 97-98	12.4%	13.3%	12.0%	11.9%

Approximately 1,004 positions were vacated Countywide during FY 2001-02, not including the Department of Medical Eligibility, and a total of 2,246 employee separations took place during the same period. A position is vacated when an employee leaves one department for another. Separations represent employees leaving the service of Maricopa County.

Employee Retention

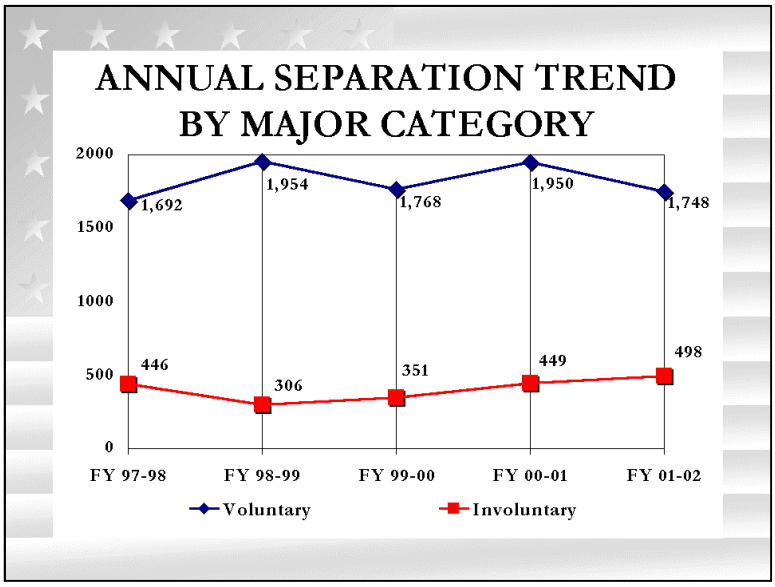
Faced with a sluggish economy and tight budgetary restraints, voluntary separations remain a major concern for Maricopa County. Voluntary separations impose significant financial and operational impacts to County departments. Recruiting, selecting, hiring, and training new employees involve costs other than time and money. Employee morale may nose-dive as remaining employees attempt to fill-the-gap. Customer and employee satisfaction may suffer as well as productivity.



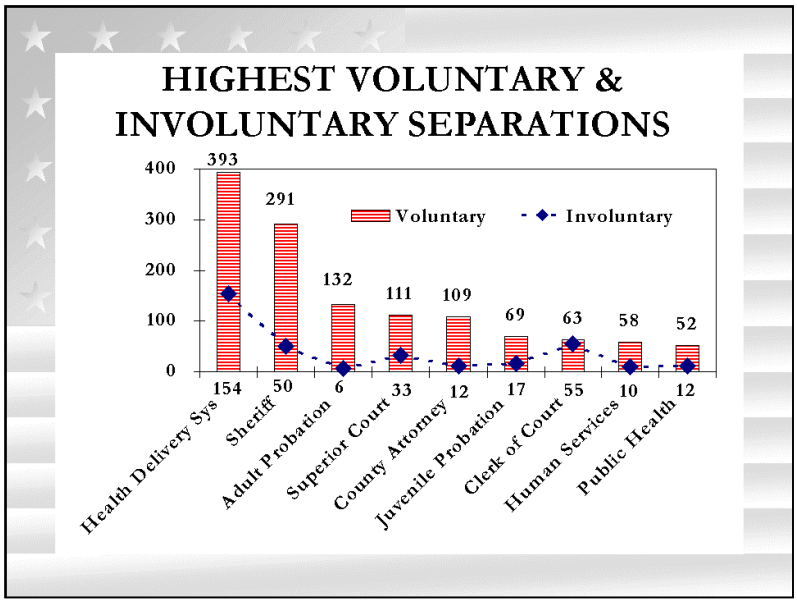
Separation information is vital to improving the quality of working life as well as solving attrition issues. Voluntary separations remain a key indicator of employee satisfaction. The information obtained via the exit interview process provides management with an opportunity to assess and resolve retention issues. Emphasis is placed upon voluntary separations due to their greater impact on retention, attrition, employee morale, and customer service.

Management may be in a position to increase retention by addressing employee satisfaction issues and reduce the number of employees leaving the County voluntarily. Resolving work environment issues, addressing quality issues and assessing customer satisfaction may reduce employee retention.

The chart at right compares annual voluntary and involuntary separation trends. Involuntary separations increased during FY 2001-02 primarily due to increases in misconduct or violation of rules, and medical releases. Although voluntary separations decreased from FY 2000-01, more employees separated for reasons of retirement, more pay, and leave expirations (separation without prejudice).



Employee separation reasons play a major role in retaining quality employees. Employee Satisfaction Surveys continue to provide management with separation data that is critical to resolving employee issues. The growth or decline of the economy affects attrition. Increases in population place demands upon the supply side of employment and may result in a decline in the number of employees leaving the County.



Departments showing the highest number of separations during FY 2001-02 are shown on the chart at left. Both voluntary and involuntary separation numbers are provided.

The table below provides Maricopa County's FY 2001-02 vacancy rates and attrition rates by department, including detailed position information.

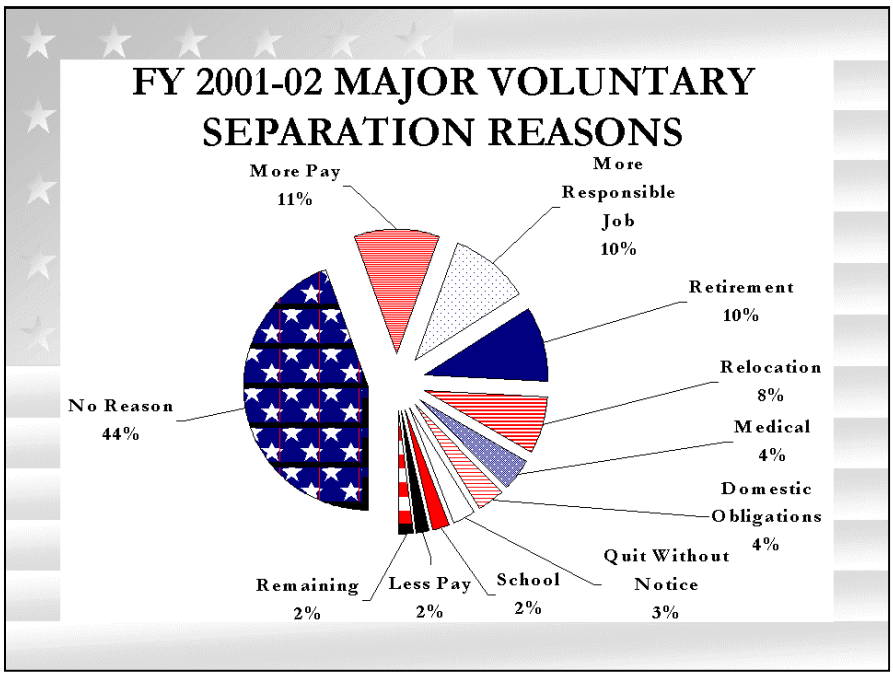
DEPARTMENT	As of 6/30/02 POSITIONS AUTHORIZED	As of 6/30/02 POSITIONS FILLED	As of 6/30/02 POSITIONS VACANT	YTD 4TH QTR POSITIONS SEPARATED	FY 2002 VACANCY RATE	FY 2002 BNA CALCULATED ATTRITION
ADULT PROBATION	1,179	1,053	126	138	10.7%	13.1%
ANIMAL CARE AND CONTROL	138	116	22	56	15.9%	48.3%
ASSESSOR	322	310	12	25	3.7%	8.1%
BOARD OF SUPERVISORS CLERK	8	7	1	-	12.5%	0.0%
BOARD OF SUPERVISORS DISTRICT 1	3	3	-	2	0.0%	66.7%
BOARD OF SUPERVISORS DISTRICT 2	3	3	-	-	0.0%	0.0%
BOARD OF SUPERVISORS DISTRICT 3	4	4	-	-	0.0%	0.0%
BOARD OF SUPERVISORS DISTRICT 4	4	3	1	3	25.0%	100.0%
BOARD OF SUPERVISORS DISTRICT 5	4	4	-	-	0.0%	0.0%
CLERK OF SUPERIOR COURT	672	636	36	118	5.4%	18.6%
COMMUNITY DEVELOPMENT	10	9	1	2	10.0%	22.2%
CONSTABLES	30	29	1	2	3.3%	6.9%
CORRECTIONAL HEALTH	265	204	61	59	23.0%	28.9%
COUNTY ADMINISTRATION OFFICE	18	16	2	2	11.1%	12.5%
COUNTY ATTORNEY	841	782	59	121	7.0%	15.5%
COUNTY CALL CENTER	33	31	2	9	6.1%	29.0%
CRIMINAL JUSTICE FACILITIES	7	6	1	-	14.3%	0.0%
DEPARTMENT OF FINANCE	43	40	3	5	7.0%	12.5%
ELECTIONS	54	53	1	11	1.9%	20.8%
EMERGENCY MANAGEMENT	15	15	-	1	0.0%	6.7%
ENVIRONMENTAL SERVICES	283	265	18	24	6.4%	9.1%
EQUIPMENT SERVICES	63	59	4	6	6.3%	10.2%
FACILITIES MANAGEMENT	233	220	13	31	5.6%	14.1%
FLOOD CONTROL DISTRICT	223	214	9	15	4.0%	7.0%
HEALTH CARE MANDATES	36	33	3	10	8.3%	30.3%
HOUSING	65	54	11	16	16.9%	29.6%
HUMAN RESOURCES	82	75	7	9	8.5%	12.0%
HUMAN SERVICES	368	312	56	68	15.2%	21.8%
INDIGENT REPRESENTATION	585	579	6	40	1.0%	6.9%
INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM	14	14	-	1	0.0%	7.1%
INTERNAL AUDIT	16	15	1	1	6.3%	6.7%
JUDICIAL MANDATES	42	39	3	9	7.1%	23.1%
JUSTICE COURTS	306	291	15	47	4.9%	16.2%
JUVENILE PROBATION	828	786	42	85	5.1%	10.8%
LIBRARY DISTRICT	140	127	13	10	9.3%	7.9%
MANAGEMENT & BUDGET	19	15	4	1	21.1%	6.7%
MARICOPA HEALTH PLAN	428	348	80	58	18.7%	16.7%
MARICOPA HEALTH SYSTEM	3,360	2,481	879	586	26.2%	23.6%
MATERIALS MANAGEMENT	39	38	1	3	2.6%	7.9%
MEDICAL EXAMINER	63	55	8	15	12.7%	27.3%
OFFICE OF THE CIO	65	63	2	3	3.1%	4.8%
PARKS & RECREATION	100	92	8	15	8.0%	16.3%
PLANNING & DEVELOPMENT	106	101	5	9	4.7%	8.9%
PUBLIC FIDUCIARY	35	33	2	3	5.7%	9.1%
PUBLIC HEALTH	534	459	75	64	14.0%	13.9%
RECORDER	71	65	6	7	8.5%	10.8%
RESEARCH & REPORTING	12	8	4	-	33.3%	0.0%
RISK MANAGEMENT	19	16	3	3	15.8%	18.8%
SHERIFF	2,466	2,232	234	341	9.5%	15.3%
SOLID WASTE GENERAL	12	11	1	1	8.3%	9.1%
STADIUM DISTRICT MLB	4	3	1	1	25.0%	33.3%
SUPERINTENDENT OF SCHOOLS	32	27	5	6	15.6%	22.2%
SUPERIOR COURT	971	932	39	144	4.0%	15.5%
TELECOMMUNICATIONS	43	42	1	1	2.3%	2.4%
TRANSPORTATION	505	440	65	56	12.9%	12.7%
TREASURER	64	55	9	3	14.1%	5.5%
	15,887	13,925	1,962	2,246	12.3%	16.1%

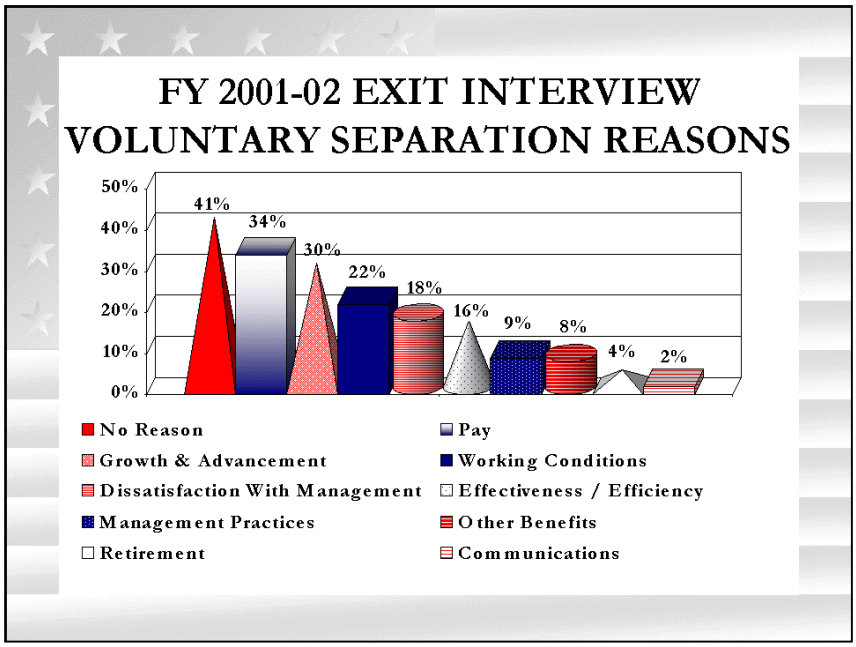
The financial and personnel resources of the County are impacted when labor demands exceed supply. Resourceful recruitment strategies combined with creative employee oriented compensation, benefit and rewards programs, and job satisfaction assist to curb the tide of employee attrition.

Voluntary separations by reason, as provided by departments at the time of employee separation, provide valuable information. Departments collect separation data upon termination of employment for reporting purposes.

Maricopa County's Research and Reporting department conducts confidential exit interviews shortly after an employee separates. The result of the interviews is compiled and reported in such a way as to maintain the privacy of the individuals interviewed. It is believed that this information is more accurate than the information obtained by the department due to the ability to maintain anonymity.

The chart at right provides FY 2001-02 major voluntary separations by reason as provided by departments at the time of employee separation. All voluntary separation reasons are represented on the chart except for the remaining 17%, which include dissatisfaction with work conditions, dissatisfaction with management practices, quit to seek political position and the military.





The chart at left provides *exit interview* voluntary separation reasons as obtained by Maricopa County's Research and Reporting department.

A comparison of the major employee voluntary separation reasons is provided on the table below. Comparable reasons are listed first followed by the highest remaining non-comparable reasons.

Employee Voluntary Separation Reason Given	By Department	By Exit Interview
No Reason Given	44%	41%
More Pay	11%	34%
Working Conditions	1%	22%
Dissatisfaction With Management & Practices	1%	27%
Retirement	10%	4%
Growth & Advancement	No Comparable	30%
Effectiveness and Efficiency	No Comparable	16%
Other Benefits	No Comparable	8%

Management may address the issues evidenced by employee separation reasons in order to achieve a higher retention rate and improve employee satisfaction.

New Directions

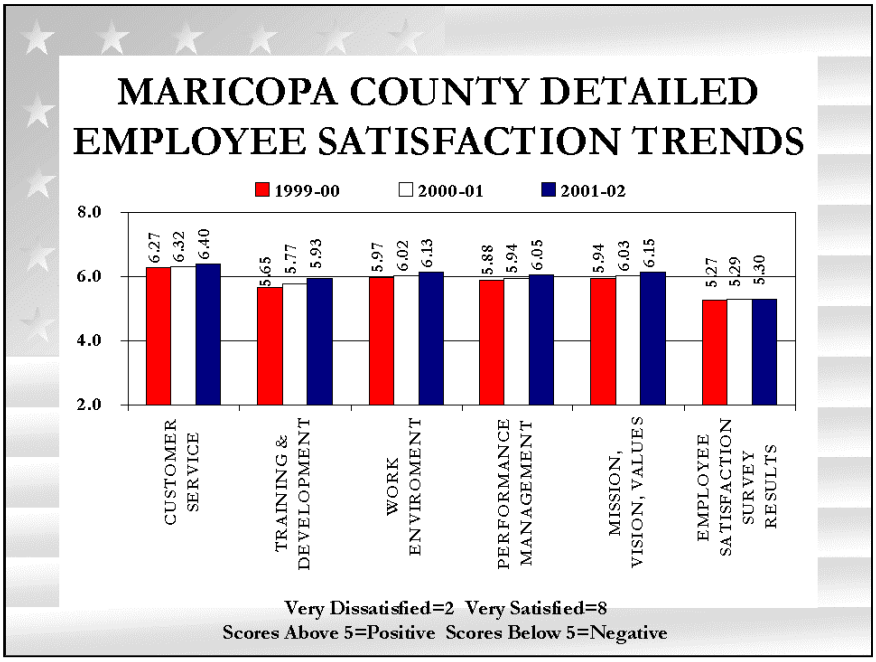
Maricopa County embraced Managing for Results (MfR) during FY 1999-00. MfR strategies have been absorbed into Maricopa County's culture since that time. Through MfR, financial and personnel resources have been aligned to achieve successful results in the areas of accountability, administration and control of staffing resources, management of funded positions, improved employee satisfaction, and the recruitment and retention of accomplished employees.

The chart at right provides employee satisfaction results for the fiscal years 1997-98, 2000-01, and 2001-02. All of the areas shown, including overall employee satisfaction, have increased steadily.

MARICOPA COUNTY EMPLOYEE SATISFACTION SURVEYS

	FY 97-98	FY 00-01	FY 01-02
Working Conditions	5.76	5.91	6.06
Growth & Advancement	5.46	5.65	5.84
Compensation, Benefits, Rewards	4.61	4.90	5.28
Customer Orientation	6.07	5.94	6.07
Overall Satisfaction	5.17	5.35	5.59

Very Dissatisfied=2 Very Satisfied=8
Scores Above 5=Positive Scores Below 5=Negative



Several areas of employee satisfaction relating to MfR initiatives are provided on the chart at left. Customer Service refers to how the County and the employee unit focus' on customer service and provide good value for tax dollars. Training and Development refers to the department unit and supervisor emphasis on training, whether performance management plans include employee training, and whether tuition reimbursement encourages continued education. The work environment covers not only the safety of employees, but also the treatment of employees by supervisors and managers, the work atmosphere, and whether the employee is prepared for public contact. Performance management refers to the employee's participation in their performance plan, that employee's work is monitored regularly, and that employee's have annual performance reviews. The mission, vision and values relate to the

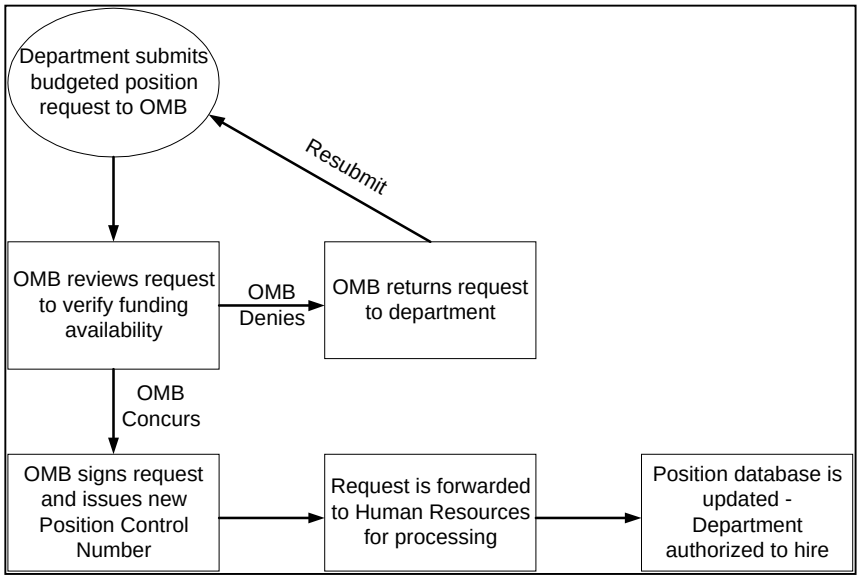
employee's understanding of Countywide and department statements. The employee satisfaction survey results score on the detailed chart refer only to the areas outlined on that chart.

FY 2001-02 brought about the alignment of employee performance plans with Managing for Results. FY 2002-03 begins the first full-year of implementation of these newly aligned performance plans. Employee performance plans no longer emphasize tasks completed. Employees are able to see how their work, actions and behaviors support the strategic direction and business success of their department's strategic goals and operational results. Employees are encouraged to get directly involved in managing their individual performance. Classes are available to assist employees in developing their own performance plans.

Maricopa County's financial and personnel resource strategies align employee performance with a personal commitment and cooperation in attaining Countywide objectives. Maricopa County continues to develop programs to enhance employee satisfaction and motivation in order to attract and retain a quality workforce.

Position Control

Throughout the year, departmental staffing needs change. These changes are handled through the Position Request/Delete (PRD) process. This process requires that departments submit detailed requests to add and/or delete positions with full funding identified by source. Position description and market range information is verified by Human Resources while Budget Analysts verify that all authorized positions are fully funded on an annualized basis. Once approved, the position changes are entered into the HRMS position database through one central point.



Another key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staffing (and consequently service) funding decisions. The chart below represents a ten-year historical look at the County's FTE levels, summarized for the Judicial and Elected Offices, Appointed Departments and Special Districts.

Department	FY 1993-94 Actual	FY 1994-95 Actual	FY 1995-96 Actual	FY 1996-97 Actual	FY 1997-98 Actual	FY 1998-99 Actual	FY 1999-00 Actual	FY 2000-01 Actual	FY 2001-02 Estimate	FY 2002-03 Adopted
Judicial	1,937.00	2,107.00	2,218.11	2,297.35	2,534.00	2,741.00	2,992.00	3,101.71	3,207.01	3,314.56
Elected	3,930.00	3,662.00	3,859.75	3,938.55	4,058.00	4,160.00	4,393.00	4,490.50	4,559.50	4,596.30
Appointed	7,134.00	7,400.00	6,895.38	6,556.56	6,125.00	5,687.00	5,864.00	7,181.09	7,415.95	7,477.57
Special District	353.00	374.00	381.48	373.66	382.00	375.00	373.00	344.25	342.50	363.00
Total	13,354.00	13,543.00	13,354.72	13,166.12	13,099.00	12,963.00	13,622.00	15,117.55	15,524.96	15,751.43

Budgeted FTE Summary

In order to more accurately follow past staffing and human resource allocation decisions by program, a ten-year history of full-time equivalents by department is presented in the chart below. FTEs reflect the hours budgeted for part-time positions converted to an equal number of full-time positions (based on a standard of 40 hours per week.)

Budgeted FTEs

	FY 1993-94 Actual	FY 1994-95 Actual	FY 1995-96 Actual	FY 1996-97 Actual	FY 1997-98 Actual	FY 1998-99 Actual	FY 1999-00 Actual	FY 2000-01 Actual	FY 2001-02 Estimate	FY 2002-03 Adopted
ADULT PROBATION	643.00	740.00	775.69	851.00	937.00	949.00	1,045.00	1,120.50	1,167.00	1,174.00
ANIMAL CARE & CONTROL	116.00	114.00	113.00	120.00	125.00	135.00	130.00	146.00	141.00	130.50
APPROPRIATED FUND BALANCE	-	-	-	-	-	-	-	1.00	-	-
ASSESSOR	622.00	300.00	308.00	297.00	334.00	329.00	325.00	326.00	322.00	321.80
BOARD OF SUPERVISORS CLERK	7.00	10.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
BOARD OF SUPERVISORS DIST 1	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00
BOARD OF SUPERVISORS DIST 2	4.00	3.00	4.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	4.00	3.00	4.00	3.00	4.00	4.00	4.00	4.00	3.50	3.50
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.50	3.50
CALL CENTER	-	-	-	10.00	20.00	20.00	32.00	33.00	33.00	33.00
CHIEF INFORMATION OFFICER	189.00	72.00	100.00	106.00	70.00	64.00	62.00	67.00	64.00	64.00
CLERK OF THE SUPERIOR COURT	563.00	653.00	606.04	596.25	589.00	596.00	599.00	620.00	649.00	677.00
COMMUNITY DEVELOPMENT	13.00	12.00	12.00	10.00	11.00	10.00	10.00	10.00	10.00	10.00
CONSTABLES	28.00	25.00	28.00	26.00	27.00	29.00	29.00	30.00	30.00	30.00
CONTRACT COUNSEL	-	-	-	-	-	-	-	-	7.83	8.41
CORRECTIONAL HEALTH	139.00	26.00	133.00	135.78	165.00	177.00	223.00	220.40	244.65	265.83
COUNTY ADMINISTRATIVE OFFICER	30.00	14.00	11.00	12.00	13.00	15.00	13.00	16.00	15.00	14.33
COUNTY ATTORNEY	563.00	600.00	676.71	737.30	742.00	796.00	831.00	850.00	830.92	821.25
COUNTY COUNSEL	-	-	-	-	-	-	-	-	76.33	86.50
CRIMINAL JUSTICE FACILITY DEV	-	-	-	-	-	-	4.00	6.00	6.00	7.00
ELECTIONS	61.00	57.00	57.00	57.00	55.00	53.00	54.00	54.00	54.00	54.00
EMERGENCY MANAGEMENT	14.00	12.00	13.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00
ENVIRONMENTAL SERVICES	63.00	151.00	229.00	238.60	245.00	272.00	267.00	266.75	284.25	273.50
EQUIPMENT SERVICES	78.00	60.00	64.00	63.00	65.00	60.00	60.00	62.00	63.00	63.00
FACILITIES MANAGEMENT	183.00	139.00	219.00	183.40	158.00	158.00	184.00	196.50	219.50	239.00
FINANCE	80.00	70.00	57.00	53.00	49.00	46.00	42.00	36.00	35.00	43.00
FLOOD CONTROL DISTRICT	257.00	244.00	240.00	240.00	241.00	222.00	222.00	222.25	222.50	223.50
GENERAL GOVERNMENT	-	-	1.00	7.00	7.00	1.00	11.00	9.00	1.00	1.00
HEALTH CARE DELIVERY SYSTEM	2,786.00	3,718.00	2,974.75	2,630.50	2,099.00	1,812.00	1,766.00	3,013.25	3,040.21	3,326.01
HEALTH CARE MANDATES	-	-	2.00	1.00	1.00	1.00	1.00	46.00	78.00	34.00
HEALTH PLANS	826.00	372.00	378.00	377.50	444.00	361.00	353.00	345.70	361.73	357.47
HOUSING	60.00	64.00	63.00	64.00	63.00	64.00	64.00	64.00	64.00	64.00
HUMAN RESOURCES	129.00	73.00	100.00	96.00	81.00	82.00	79.00	81.00	65.37	65.50
HUMAN SERVICES	207.00	301.00	273.00	256.00	286.00	281.00	295.00	287.00	309.00	360.00
INDIGENT REPRESENTATION	320.00	327.00	357.34	349.19	421.00	459.00	446.00	466.25	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	-	-	-	1.00	13.80	14.00
INTERNAL AUDIT	8.00	10.00	9.00	8.00	10.00	12.00	16.00	15.00	16.00	16.00
JUDICIAL MANDATES	-	-	-	-	-	-	36.00	-	-	-
JUSTICE COURTS	197.00	211.00	236.02	228.75	244.00	294.00	280.00	287.01	293.01	299.06
JUVENILE PROBATION	502.00	539.00	538.00	540.00	589.00	679.00	794.00	784.00	794.00	862.50
LEGAL ADVOCATE	-	-	-	-	-	-	-	-	51.89	51.34
LEGAL DEFENDER	-	-	-	-	-	-	-	-	67.56	69.00
LIBRARY DISTRICT	96.00	121.00	134.48	126.66	134.00	146.00	143.00	118.00	116.00	135.50
MANAGEMENT & BUDGET	22.00	19.00	23.00	22.00	21.00	22.00	24.00	18.00	20.00	18.00
MATERIALS MANAGEMENT	90.00	75.00	53.00	53.00	47.00	38.00	39.00	38.00	39.00	40.00
MEDICAL ELIGIBILITY	332.00	335.00	336.31	337.50	342.00	263.00	298.00	292.50	291.50	0.00
MEDICAL EXAMINER	15.00	27.00	44.00	45.50	47.00	50.00	52.00	54.00	62.00	62.00
PARKS & RECREATION	85.00	78.00	72.89	76.84	77.00	74.00	80.00	86.50	96.50	103.00
PLANNING & DEVELOPMENT	61.00	54.00	55.00	54.00	66.00	65.00	93.00	108.00	106.00	107.00
PUBLIC DEFENDER	-	-	-	-	-	-	-	-	423.27	430.46
PUBLIC FIDUCIARY	41.00	36.00	37.00	41.00	37.00	33.00	33.00	35.00	34.00	35.00
PUBLIC HEALTH	510.00	504.00	507.09	503.25	460.00	441.00	479.00	459.24	469.39	522.71
RECORDER	65.00	66.00	65.00	63.00	66.00	65.00	69.00	69.00	69.75	69.75
RESEARCH & REPORTING	-	-	12.00	14.50	14.00	8.00	7.00	34.50	9.50	6.75
RISK MANAGEMENT	32.00	18.00	12.00	12.00	19.00	19.00	19.00	19.00	20.00	19.00
SHERIFF	1,970.00	1,858.00	2,053.00	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	1,022.45	1,007.50
SHERIFF DETENTION	-	-	-	-	-	-	-	-	1,448.05	1,472.50
SOLID WASTE	51.00	50.00	31.00	45.00	19.00	17.00	18.00	18.00	13.00	12.00
STADIUM DISTRICT	*	9.00	7.00	7.00	7.00	7.00	8.00	4.00	4.00	4.00
SUPERINTENDENT OF SCHOOLS	26.00	35.00	29.00	28.00	29.00	29.00	29.00	30.00	30.00	30.00
SUPERIOR COURT	595.00	617.00	668.40	677.60	764.00	819.00	873.00	910.20	953.00	979.00
TELECOMMUNICATIONS	50.00	107.00	39.00	42.00	45.00	41.00	42.00	42.00	40.00	42.00
TOTAL COMPENSATION	-	-	-	-	-	-	-	-	15.00	15.00
TRANSPORTATION	536.00	495.00	500.00	511.00	522.00	512.00	511.00	511.50	509.00	478.75
TREASURER	74.00	109.00	75.00	66.00	64.00	64.00	64.00	64.00	64.00	64.00
Total	13,354.00	13,543.00	13,354.72	13,166.12	13,099.00	12,963.00	13,622.00	15,117.55	15,524.96	15,751.43

Within each department, positions may be budgeted from a variety of funding sources. In general, as discussed earlier in this document, the General Fund covers the bulk of Personnel Services, with

monies from Special Revenue, Capital Project, Enterprise and Internal Service funds covering the rest. The following chart displays this breakdown.

FTE DISTRIBUTION BY FUNDING SOURCE - FY 2002-03 ADOPTED

BUDGETED FTE

DEPARTMENT	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL FUNDS
ADULT PROBATION	227.50	946.50	-	-	-	-	1,174.00
ANIMAL CARE & CONTROL	-	130.50	-	-	-	-	130.50
APPROPRIATED FUND BALANCE	-	-	-	-	-	-	-
ASSESSOR	321.80	-	-	-	-	-	321.80
BOARD OF SUPERVISORS DIST 1	3.00	-	-	-	-	-	3.00
BOARD OF SUPERVISORS DIST 2	3.00	-	-	-	-	-	3.00
BOARD OF SUPERVISORS DIST 3	3.50	-	-	-	-	-	3.50
BOARD OF SUPERVISORS DIST 4	3.00	-	-	-	-	-	3.00
BOARD OF SUPERVISORS DIST 5	3.50	-	-	-	-	-	3.50
CALL CENTER	33.00	-	-	-	-	-	33.00
CHIEF INFORMATION OFFICER	64.00	-	-	-	-	-	64.00
CLERK OF THE BOARD	7.00	-	-	-	-	-	7.00
CLERK OF THE SUPERIOR COURT	552.00	125.00	-	-	-	-	677.00
COMMUNITY DEVELOPMENT	-	10.00	-	-	-	-	10.00
CONSTABLES	30.00	-	-	-	-	-	30.00
CONTRACT COUNSEL	8.41	-	-	-	-	-	8.41
CORRECTIONAL HEALTH	-	262.25	-	3.58	-	-	265.83
COUNTY ADMINISTRATIVE OFFICER	14.33	-	-	-	-	-	14.33
COUNTY ATTORNEY	686.05	135.20	-	-	-	-	821.25
COUNTY COUNSEL	86.50	-	-	-	-	-	86.50
CRIMINAL JUSTICE FACILITY DEV	-	-	-	7.00	-	-	7.00
ELECTIONS	54.00	-	-	-	-	-	54.00
ELIMINATIONS	-	-	-	-	-	-	-
EMERGENCY MANAGEMENT	1.10	13.90	-	-	-	-	15.00
ENVIRONMENTAL SERVICES	13.10	260.40	-	-	-	-	273.50
EQUIPMENT SERVICES	-	-	-	-	-	63.00	63.00
FACILITIES MANAGEMENT	239.00	-	-	-	-	-	239.00
FINANCE	43.00	-	-	-	-	-	43.00
FLOOD CONTROL DISTRICT	-	223.50	-	-	-	-	223.50
GENERAL GOVERNMENT	1.00	-	-	-	-	-	1.00
HEALTH CARE MANDATES	34.00	-	-	-	-	-	34.00
HOUSING	-	64.00	-	-	-	-	64.00
HUMAN RESOURCES	65.50	-	-	-	-	-	65.50
HUMAN SERVICES	5.00	355.00	-	-	-	-	360.00
INTEGRATED CRIMINAL JUST INFO	-	14.00	-	-	-	-	14.00
INTERNAL AUDIT	16.00	-	-	-	-	-	16.00
JUSTICE COURTS	292.06	7.00	-	-	-	-	299.06
JUVENILE PROBATION	223.00	627.50	-	12.00	-	-	862.50
LEGAL ADVOCATE	51.34	-	-	-	-	-	51.34
LEGAL DEFENDER	68.60	0.40	-	-	-	-	69.00
LIBRARY DISTRICT	-	135.50	-	-	-	-	135.50
MANAGEMENT & BUDGET	18.00	-	-	-	-	-	18.00
HEALTH PLANS	-	40.50	-	-	316.97	-	357.47
HEALTH CARE DELIVERY SYSTEM	-	-	-	-	3,326.01	-	3,326.01
MATERIALS MANAGEMENT	28.00	-	-	-	-	12.00	40.00
MEDICAL ELIGIBILITY	-	-	-	-	-	-	-
MEDICAL EXAMINER	62.00	-	-	-	-	-	62.00
PARKS & RECREATION	31.00	72.00	-	-	-	-	103.00
PLANNING & DEVELOPMENT	-	107.00	-	-	-	-	107.00
PUBLIC DEFENDER	406.96	23.50	-	-	-	-	430.46
PUBLIC FIDUCIARY	35.00	-	-	-	-	-	35.00
PUBLIC HEALTH	96.00	426.71	-	-	-	-	522.71
RECORDER	43.75	26.00	-	-	-	-	69.75
RESEARCH & REPORTING	-	6.75	-	-	-	-	6.75
RISK MANAGEMENT	-	-	-	-	-	19.00	19.00
SHERIFF	872.50	135.00	-	-	-	-	1,007.50
SHERIFF DETENTION	-	1,447.50	-	25.00	-	-	1,472.50
SOLID WASTE	-	6.50	-	-	5.50	-	12.00
STADIUM DISTRICT	-	4.00	-	-	-	-	4.00
SUPERINTENDENT OF SCHOOLS	30.00	-	-	-	-	-	30.00
SUPERIOR COURT	813.00	166.00	-	-	-	-	979.00
TELECOMMUNICATIONS	-	-	-	-	-	42.00	42.00
TOTAL COMPENSATION	15.00	-	-	-	-	-	15.00
TRANSPORTATION	-	478.75	-	-	-	-	478.75
TREASURER	64.00	-	-	-	-	-	64.00
Total Departments	**5,668.50**	**6,250.86**	**-**	**47.58**	**3,648.48**	**136.00**	**15,751.43**

Countywide staffing from FY 2001-02 to FY 2002-03 increased by 226.5 full-time equivalents (FTE's), or 1.5%. Significant changes in staffing levels from FY 2001-02 to FY 2002-03 are provided by department on the table below, including variance explanations.

FY 2002-03 SIGNIFICANT STAFFING VARIANCES		
DEPARTMENT	**% VARIANCE Increase/(Decrease)**	**VARIANCE COMMENTARY**
Finance	23%	Transfer of collections unit from Superior Court to the Department of Finance.
Library District	20%	Additional staffing needs for new library opening in Surprise in FY 2003.
Human Services	17%	Received additional grant funding for staffing of programs.
Health Care Delivery System	10%	Opening of new build-out of Comprehensive Healthcare Center (CHC); opening of new dialysis center in Sunnyslope, increases in patient census at Maricopa Medical Center and the Family Health Centers (FHCs).
Public Health	9%	New bio-terrorism positions needed and additional grant funded positions, many with tobacco settlement funding for educational programs and other health program support.
Facilities Management	9%	Additional staffing needs for new facilities opening FY 2003.
Juvenile Probation	9%	Staffing needed to accommodate the new Residential Treatment Center (RTC) opening in FY 2003.
Correctional Health	8%	Reorganization – department converting higher paid positions to lower paid positions in order to increase and accommodate additional staffing requirements.
Clerk of Superior Court	8%	FTEs needed for electronic document management system.

Notes:

- Staffing of Indigent Representation reorganized into four separate units, i.e., Contract Counsel, Legal Advocate, Legal Defender and Public Defender. "Indigent Representation" will still be considered one appropriation.
- Staffing of the County Attorney changed in order to separate the Division of County Counsel from the County Attorney's budget.
- The Department of Medical Eligibility transferred to the State of Arizona in October 2001.

Capital Improvement Program

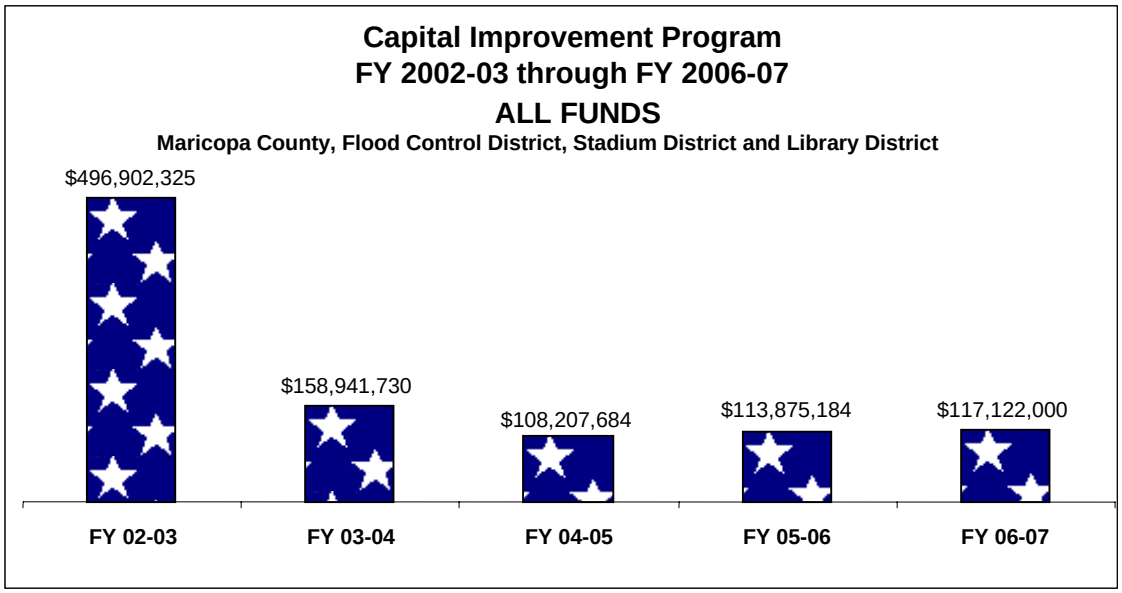
Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital projects to be completed over the next five years. The CIP outlines project costs, funding sources and future operating costs associated with each capital improvement. Because these projects typically span more than one fiscal year, the plan is updated annually to track existing projects, identify new projects and to update funding estimates and forecasts.

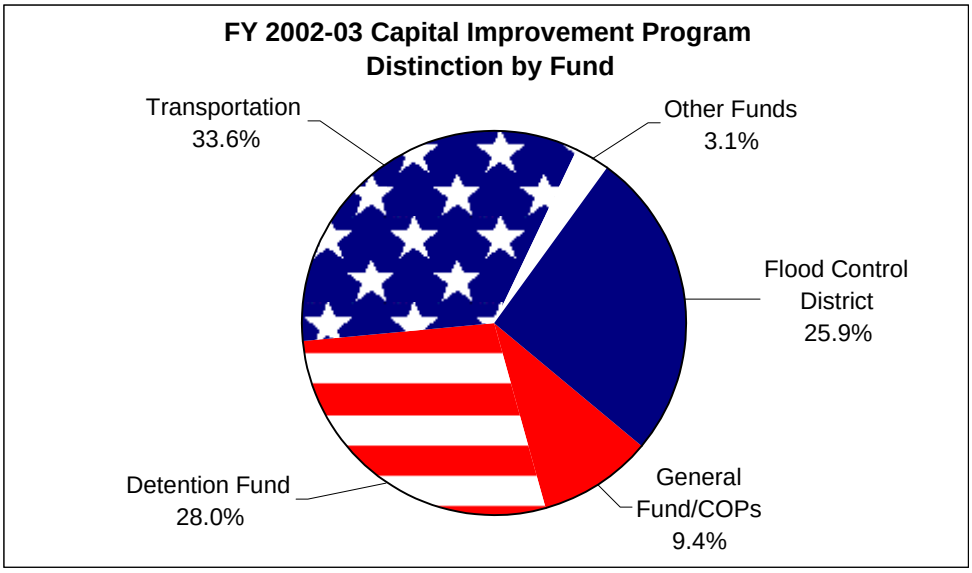
Capital Improvement Projects

A Capital Improvement Project is defined by County policy as a non-recurring project costing more than $150,000, resulting in the construction, renovation or acquisition of land, infrastructure and/or building(s) with an expected useful life of many years. The most common examples include purchase of land and buildings as well as construction of buildings, roads and flood control improvements. Sources of funding for Capital Improvement Projects include voter-approved bonds, other forms of long-term financing such as Certificates of Participation (COPs), voter-authorized taxes, operating funds, contributions from other public and private entities and grants.

The CIP spans a five-year period beginning with FY 2002-03 and ending FY 2006-07. The total anticipated cost for projects presented in the FY 2002-03 CIP is $995 million with the largest amount of planned spending in FY 2002-03 (see table, below) due to the culmination of the jail and juvenile detention program approved by voters in 1998.



The largest portion of expenditures for the County's five-year Capital Improvement Program (CIP) is in the Department of Transportation with 33.6%. Detention Fund Projects are next with 28%, then the Flood Control District with 25.9%; followed by the General Government Projects with 9.4% and all Other Funds comprise the remaining 3.1% of the five-year CIP (see chart, below).



It should be noted that over the five-year period, the cost of a project and its projected completion date could vary from the initial plan, due to changes in Board priorities, greater than anticipated costs, unforeseen events and/or changes in funding assumptions. The following table highlights significant changes from the FY 2001-02 Capital Improvement Program.

FY 2002-03 Capital Improvement Program
Five-year Total By Fund

CIP Allocation by Fund	FIVE-YEAR TOTAL FY 2001-02 through FY 2005-06	FY 2002-03 through FY 2006-07	(Increase)/ Decrease
General Fund			
County Improvements Fund	$ 194,216,066	$ 93,100,183	$101,115,883
Intergovernmental Capital Projects Fund	-	28,527,000	(28,527,000)
Subtotal General Fund	$ 194,216,066	$ 121,627,183	$ 72,588,883
Enterprise Funds			
Maricopa Integrated Health System	$ 17,505,000	$ -	$ 17,505,000
Special Revenue			
Detention Fund	451,571,816	278,563,676	173,008,140
Environmental Services*	3,400,000	-	3,400,000
Animal Care & Control Services	6,000,000	-	6,000,000
Transportation Capital Projects	298,221,813	334,702,927	(36,481,114)
Subtotal Special Revenue	$ 759,193,629	$ 613,266,603	$145,927,026
Maricopa County Total	**$ 970,914,695**	**$ 734,893,786**	**$236,020,909**
Special Districts			
Library District Capital Projects	$ -	$ 2,550,640	$ (2,550,640)
Flood Control District Capital Projects	265,695,292	257,604,497	8,090,795
Special Districts Total	**$ 265,695,292**	**$ 260,155,137**	**$ 5,540,155**
Total--County plus Districts	**$ 1,236,609,987**	**$ 995,048,923**	**$241,561,064**

*FY 2002-03 CIP costs included in Intergovernmental Capital Projects Fund

Capital Projects Budget

The capital project budget is the first year of the CIP. The recommended FY 2002-03 Maricopa County and Special Districts' capital project budget is $496.9 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2001-02 are shown in the table below:

CAPITAL BUDGET BY FUND

Fund	FY 01-02 Adopted	FY 01-02 Revised	FY 01-02 Projected	FY 02-03 Adopted
General Fund				
County Improvements Fund	$ 66,003,562	$ 65,103,562	$ 28,784,076	$ 88,867,183
Intergovernmental Capital Projects Fund	-	-	-	21,915,097
Subtotal General Fund	$ 66,003,562	$ 65,103,562	$ 28,784,076	$110,782,280
Enterprise Funds				
Maricopa Integrated Health System	$ 17,505,000	$ 17,505,000	$ -	$ -
Special Revenue				
Detention Fund	$242,997,677	$242,997,677	$175,763,386	$252,006,605
Environmental Services*	3,400,000	2,450,000	-	-
Animal Care & Control Services	-	-	-	-
Transportation Capital Projects	56,017,647	56,017,647	46,851,475	84,306,743
Subtotal Special Revenue	$302,415,324	$301,465,324	$222,614,861	$336,313,348
Maricopa County Total	**$385,923,886**	**$384,073,886**	**$251,398,937**	**$447,095,628**
Special Districts				
Library District Capital Projects	$ -	$ -	$ -	$ 1,102,200
Flood Control District Capital Projects	57,946,292	57,946,292	49,318,441	48,704,497
Special Districts Total	**$ 57,946,292**	**$ 57,946,292**	**$ 49,318,441**	**$ 49,806,697**
Total--County plus Districts	**$443,870,178**	**$442,020,178**	**$300,717,378**	**$496,902,325**

*FY 2002-03 CIP costs included in Intergovernmental Capital Projects Fund

Operating & Capital Budgets – Their Relationship

A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Capital projects completed generally require additional operating budget resources for upkeep, maintenance, security and other costs associated with additional acreage, mileage or square footage.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. This is a particularly important budgetary consideration with the new jail and juvenile detention facilities. It is the County's philosophy and policy that new capital projects will be undertaken *only if* future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Facilities Management Department. Estimated operating costs, as well as anticipated savings in lease costs

and operating costs of facilities to be replaced, are factored into the County's 10-year financial forecast.

The estimated annual operating costs for the new general fund and detention facilities include utility costs, housekeeping staff, general maintenance commodities (e.g., janitorial supplies), and miscellaneous contract costs (e.g. janitorial contracts). The following table illustrates the estimated ongoing operating costs associated with the new facilities constructed or acquired through the CIP:

NEW FACILITY OPERATING COSTS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07
General Fund Projects					
Forensic Science Center	$ 482,162	$ 496,627	$ 511,526	$ 526,871	542677
New Administrative Services Facility Parking	196,394	202,286	208,354	214,605	221,043
Public Health Clinic	-	-	425,942	434,404	443,107
Environmental Services Facility	-	-	73,148	74,286	75,454
Human Services Campus	-	-	241,550	248,795	256,259
Elections Facility	-	402,005	414,065	426,487	439,282
Downtown Property Development/Acquisition	3,590,839	3,380,951	3,391,094	3,401,267	3,411,471
Buckeye Hills Shooting Range	-	231,501	134,414	138,444	142,596
Justice Courts	-	233,199	85,695	88,266	90,914
Sheriff's Property & Evidence Warehouse	-	380,370	391,781	403,535	415,641
Subotal General Fund	$4,269,395	$ 5,326,940	$ 5,877,570	$ 5,956,960	$ 6,038,444
Detention Fund Projects					
4th Avenue Jail	$ -	$ 3,116,442	$ 3,209,934	$ 3,250,940	$ 3,346,949
Lower Buckeye Jail	-	3,692,880	3,803,667	3,853,659	3,967,506
FMD Maintenance Facility		102,857	105,942	109,121	112,394
Sheriff's Training Facility	-	440,172	453,378	466,978	480,988
Juvenile Durango	-	1,518,422	1,563,974	1,584,892	1,631,724
Juvenile Mesa	-	480,806	495,230	501,823	516,641
Southeast Courtroom Buildout	-	125,024	128,775	132,638	136,617
Subtotal Detention Fund	$ -	$ 6,360,161	$ 6,550,966	$ 6,649,111	$ 6,845,870
Other Projects					
Library District Administration Building	$ -	$ 34,250	$ 84,350	$ 86,880	$ 89,550
TOTAL FUNDS	**$4,269,395**	**$11,721,351**	**$12,512,886**	**$12,692,951**	**$12,973,865**

Some new facilities, particularly jails and juvenile detention centers, will also require significant additional staffing to operate. The costs are also included in the 10-year financial forecast, which can be found under the financial forecast tab in this document.

Additional staffing requirements for operating the FY 2002-03 new facilities follows:

NEW FACILITY OPERATING COSTS
STAFFING SUMMARY - FY 2002-03

	FTE	Salary/ Benefits Costs
Forensic Science Center	0.35	$ 12,600
New Administrative Services Facility Parking	2.35	75,205
Downtown Property Development/Acquisition	25.00	841,240
Total Projects Opening FY 2002-03	27.70	$ 929,044

County Departments

General Fund / Special Revenue Funds

Summary

In general, capital projects are budgeted separately from the operating budget in a series of capital project funds. During FY 1999-2000, the Board adopted a new policy (A1920, which may be found online at www.maricopa.gov/budget/policies/pdf/a1920.pdf) establishing a formal review and approval process for Capital Improvement Projects requests (excluding Transportation and the Flood Control District. This policy requires each department to submit to the Facilities Review Committee (FRC) proposals for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The FRC is comprised of the Facilities Management Director, senior representatives from the Office of Management and Budget (OMB), representatives from the Judicial Branch and elected offices and the Chief Financial Officer. The committee also includes an elected official and an at-large representative, both of whom are committee appointees. (Its should be noted that, specifically excluded from this policy are the previously established processes for the capital improvement plans of the Flood Control District and the Department of Transportation.)

The process begins with the FRC approving instructions to be used for Capital Improvement Project requests for the coming year; the instructions are typically provided no later than June 30th. By September 1st of each year, departmental requests need to be submitted to the FRC using the Justification Approval Request format. Departmental requests are not considered without an approved facilities master plan.

There are five phases in the Capital Budget and Planning Process: 1) Justification Phase; 2) Conceptual Phase; 3) Design Phase; 4) Construction Phase and 5) Occupancy Phase. There are specific requirements for each phase outlines in the aforementioned policy. Recommended projects are entered into the CIP in the latter portion of the conceptual phase and before the design phase. The new policy has resulted in more consistency and efficiency in capital project planning and implementation and ensure that projects are congruent with County wide long-term goals and initiatives.

Project Detail

A total of nine (9) capital projects are identified and recommended to the Board for support from the Intergovernmental Capital Projects Fund (Fund 422). A total of eight (8) capital projects are identified and recommended to the Board for support from the County Improvements Fund (Fund 435) by the Facilities Review Committee in the proposed CIP. The recommended projects are as follows.

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)	TOTAL PROJECT
422 INTERGOVERNMENTAL CAP PROJ								
CONTINUING PROJECTS								
BUCKEYE HILLS SHOOTING RANGE *	$ -	$ 1,000,000	$ 1,000,000	$ -	$ -	$ -	$ 2,000,000	2,000,000
ELECTIONS FACILITY	-	3,300,000	-	-	-	-	3,300,000	3,300,000
ENVIRONMENTAL SERVICES FACILITY	2,838	2,237,992	262,008	-	-	-	2,500,000	2,502,838
HUMAN SERVICES CAMPUS	1,935,301	1,710,804	3,092,211	257,684	-	-	5,060,699	6,996,000
NE (SCOTTSDALE) REGIONAL CENTER	-	2,000,000	-	-	-	-	2,000,000	2,000,000
NW (SUPRISE) REGIONAL CENTER	-	300,000	2,000,000	-	-	-	2,300,000	2,300,000
SHERIFF'S PROPERTY & EVIDENCE WAREHOUSE	-	5,000,000	-	-	-	-	5,000,000	5,000,000
SHERIFF'S TRAINING FACILITY **	-	3,666,301	-	-	-	-	3,666,301	3,666,301
W (AVONDALE) REGIONAL CENTER	-	2,700,000	-	-	-	-	2,700,000	2,700,000
SUBTOTAL CONTINUING PROJECTS	$ 1,938,139	$ 21,915,097	$ 6,354,219	$ 257,684	$ -	$ -	$ 28,527,000	$ 30,465,139
TOTAL FUND 422	$ 1,938,139	$ 21,915,097	$ 6,354,219	$ 257,684	$ -	$ -	$ 28,527,000	$ 30,465,139

* 27% funded by the State Criminal Alien Assistance Program (SCAAP) federal program grant funds; balance funded by Detention Fund Capital Projects (Fund 455).
** $500,000 of total project cost from private developer contributions; $400,000 from General Government; balance from SCAAP.

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)	TOTAL PROJECT
435 COUNTY IMPROVEMENT FUND								
NEW PROJECTS								
DOWNTOWN PROPERTY DEVELOPMENT/ACQUISITION	$ -	$ 50,000,000	$ -	$ -	$ -	$ -	$ 50,000,000	50,000,000
JUSTICE COURTS	-	2,500,000	-	-	-	-	2,500,000	2,500,000
SOUTHEAST REGIONAL PROPERTY ACQUISITIONS	11,000	-	-	-	-	-	-	11,000
SUBTOTAL NEW PROJECTS	$ 11,000	$ 52,500,000	$ -	$ -	$ -	$ -	$ 52,500,000	$ 52,511,000
CONTINUING PROJECTS								
FACILITIES MANAGEMENT BLDG 401 JEFFERSON	$ 2,358,980	$ -	$ -	$ -	$ -	$ -	$ -	2,358,980
FORENSIC SCIENCE CENTER	15,907,519	3,328,298	-	-	-	-	3,328,298	19,235,817
NEW ADMINISTRATIVE SERVICES FACILITY	7,836,240	6,128,704	-	-	-	-	6,128,704	13,964,944
NEW ADMINISTRATIVE SERVICES FACILITY PARKING	8,598,211	1,881,261	-	-	-	-	1,881,261	10,479,472
PUBLIC HEALTH CLINIC	98,180	11,428,920	1,500,000	-	-	-	12,928,920	13,027,100
SECURITY BUILDING	8,858,484	3,600,000	633,000	200,000	1,900,000	-	6,333,000	15,191,484
SUBTOTAL CONTINUING PROJECTS	$ 43,657,614	$ 26,367,183	$ 2,133,000	$ 200,000	$ 1,900,000	$ -	$ 30,600,183	$ 74,257,797
PROJECT RESERVE	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ 10,000,000	$ 10,000,000
TOTAL FUND 435	$ 43,668,614	$ 88,867,183	$ 2,133,000	$ 200,000	$ 1,900,000	$ -	$ 93,100,183	$ 136,768,797

* Total Admin Services Facility close-out costs.

Project Title: Forensic Science Center
Project No: 6
Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in an approximately 62,000 square foot Forensic Science Center located south of Jefferson Street between 7th and 8th Avenues in downtown Phoenix. The three-level building, with one below grade level, is affixed to the Jefferson Street Parking Structure, completed in 2002. The new facility will house autopsy suites, labs and administrative offices.

Project Cost Summary

The total budget for this project is $19.2 million with $15.9 million expended through FY 2001-02. The FY 2002-03 budget is $3.3 million. Construction began in 2001 with completion in 2002.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land	$ 1,870,331	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,870,331
Construction	12,403,910	2,662,639	-	-	-	-	2,662,639	15,066,549
Other Costs	1,633,278	665,659	-	-	-	-	665,659	2,298,937
Project Total	**$ 15,907,519**	**$ 3,328,298**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,328,298**	**$ 19,235,817**

Funding Summary

This project is funded 100% from the County Improvements Fund (Fund 435).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with the Facilities Management Department. The Forensic Science Center is scheduled for completion in FY 2002-03. The estimated operating costs upon completion in total $482,162.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 18,256	$ -	$ -	$ -	$ -	$ -
Supplies & Services	89,000	-	-	-	-	-
Subtotal	$ 107,256	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ 13,104	$ 13,497	$ 13,902	$ 14,319	$ 14,748
Supplies & Services	-	469,058	483,130	497,624	512,552	527,929
Subtotal	$ -	$ 482,162	$ 496,627	$ 511,526	$ 526,871	$ 542,677
Net Impact	**$ 107,256**	**$ 482,162**	**$ 496,627**	**$ 511,526**	**$ 526,871**	**$ 542,677**

Performance Impact

Strategic Goal(s) Addressed

Construct on schedule and within budget a Parking Structure with 985 parking spaces and a Forensic Science Center and laboratory facility by the end of FY 2003.

Key Performance Result Measure(s)

% Forensic Science Center Construction project completion as compared to budget

Project Title: New Admin Services Facility Parking
Project No: 5
Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in the construction of an 8-level, 985-space parking structure. The New Administration Building has 903 dedicated parking spaces and the Forensic Science Center has 82 spaces. Construction begins in 2001 and completes in 2002.

Project Cost Summary

The total estimated cost of this project is $10.4 million with $8.5 million expended through FY 2001-02. The FY 2002-03 budget is $1.8 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 3,083,927	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,083,927
Construction	5,144,898	1,693,134	-	-	-	-	1,693,134	6,838,032
Other Costs	369,386	188,127	-	-	-	-	188,127	557,513
Project Total	**$ 8,598,211**	**$ 1,881,261**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,881,261**	**$ 10,479,472**

Funding Summary

This project is funded 100% from the County Improvements Fund (Fund 435).

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2002-03 total $196,394.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ 77,461	$ 79,785	$ 82,178	$ 84,644	$ 87,183
Supplies & Services	-	118,933	122,501	126,176	129,961	133,860
Subtotal	$ -	$ 196,394	$ 202,286	$ 208,354	$ 214,605	$ 221,043
Net Impact	**$ -**	**$ 196,394**	**$ 202,286**	**$ 208,354**	**$ 214,605**	**$ 221,043**

Performance Impact

Strategic Goal(s) Addressed

Construct on schedule and within budget a Parking Structure with 985 parking spaces and a Forensic Science Center and laboratory facility by the end of FY 2003.

Key Performance Result Measure(s)

% Jefferson Street Parking Structure Construction project completion as compared to budget

Project Title: New Admin Services Facility (Close-out Costs)
Project No: 1998937402
Managing Dept: Facilities Management

Project Narrative

The total amount budgeted in FY 2002-03 will be used to close-out open architectural, project management and related contracts as of the date of the stop work order for the project. In addition, a portion of the funding will be used for the demolition of the former Medical Examiner facility. The project was originally to be developed into four buildings, three of which would be attached by an atrium and a detached building on a 10-acre site. Building A was to be the high rise portion at 23 stories in height and was to contain about 620,000 square feet. Building B was designed to be three stories in height and contain a board of Supervisors Auditorium and meeting rooms for the departments in building A as well as general usage by outside and county campus employees. Building C, known as the employee amenities building, was to contain functions such as a fitness center, food court, Maricopa County Credit Union, and an MIHS clinic. Building D was to house a childcare facility. The contiguous four square block area was created by agreement with the city of Phoenix to abandon all streets and alleys.

This project has been postponed indefinitely due to fiscal constraints.

Project Cost Summary

The total estimated cost of this project is $13.9 million with $7.8 million expended through FY 2001-02. The FY 2002-03 budget is $6.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 6,836,240	$ 5,828,704	$ -	$ -	$ -	$ -	$ 5,828,704	$ 12,664,944
Construction	850,000	300,000	-	-	-	-	300,000	1,150,000
Other Costs	150,000	-	-	-	-	-	-	150,000
Project Total	**$ 7,836,240**	**$ 6,128,704**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,128,704**	**$ 13,964,944**

Funding Summary

This project is funded 100% from the County Improvements Fund (Fund 435).

Operating Cost Summary

Not applicable

Performance Impact

Strategic Goal(s) Addressed

Consolidation of employees in downtown campus, reduce travel time between offices, consolidated government at one location for most public access departments, one stop shopping for public, reduce long term facilities costs, amenities help retain as well as attract existing and new employees.

Key Performance Result Measure(s)

% of project work done in FY

Project Title: Security Building
Project No: N/A
Managing Dept: Facilities Management

Project Narrative

This building was purchased during FY 2000-01 for $8,930,000, using funds allocated from the project reserve. The building is located at 222-234 North Central Avenue and includes approximately 230,000 square feet of space that is jointly occupied by County and private tenants. The County will assume additional square footage as tenant leases expire.

This project will cover tenant improvements within the Security Building that are necessary to modify the current vacant space, the space that could be vacated by relocating existing County tenants and space that will be vacated when existing non-County tenants leave the building so that new or relocated County tenants are no longer in overcrowded and/or lease space and have efficient facilities from which they can provide "Best in Class" services to Maricopa County residents.

Project Cost Summary

The total budget for this project is $15.1 million with $8.8 million expended through FY 2001-02. The FY 2002-03 budget is $3.6 million. Construction is scheduled to begin in 2002 with final completion in FY 2006-07.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 8,858,484	$ 263,917	$ 51,890	$ 16,007	$ 153,192	$ -	$ 485,006	$ 9,343,490
Construction	-	2,969,166	518,896	159,983	1,517,019	-	5,165,064	5,165,064
Other Costs	-	366,917	62,214	24,010	229,789	-	682,930	682,930
Project Total	**$ 8,858,484**	**$ 3,600,000**	**$ 633,000**	**$ 200,000**	**$ 1,900,000**	**$ -**	**$ 6,333,000**	**$ 15,191,484**

Funding Summary

This project is funded 100% from the County Improvements Fund (Fund 435). Tenant improvement costs are to include demolition, new walls, doors, windows, ceilings, flooring and special systems such as basic security. Infrastructure improvements such as new ADA restrooms, new mechanical ductwork, asbestos abatement, telecom switching, etc. will be funded from Major Maintenance funds or other sources to be identified as necessary.

Operating Cost Summary

The estimated annual operating costs for this facility total $1.4 million.

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% of space plans completed on time

Project Title: Public Health Clinic
Project No: 2001202342
Managing Dept: Facilities Management

Project Narrative

The Purpose of the Public Health Clinic is to upgrade and replace an aging and decrepit clinical facility for Public Health so that the public can receive services and County employees can work in a safe, space-effective, operationally efficient environment. Geographically, the site is located near the current public health facility, which is ½ mile south of the freeway and in close proximity to other downtown facilities. Client visits to the Public Health Clinic are high volume year-round, peaking June through September for childhood immunizations.

Project Cost Summary

The total budget for this project is $13 million with $98,180 expended through FY 2001-02. The FY 2002-03 budget is $11.4 million. Construction will begin in 2003 with completion in 2004.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 98,180	$ 2,607,230	$ -	$ -	$ -	$ -	$ 2,607,230	$ 2,705,410
Construction	-	8,821,690	1,500,000	-	-	-	10,321,690	10,321,690
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 98,180**	**$ 11,428,920**	**$ 1,500,000**	**$ -**	**$ -**	**$ -**	**$ 12,928,920**	**$ 13,027,100**

Funding Summary

This project is funded 100% from the County Improvements Fund (Fund 435).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with Facilities Management. Estimated operating costs upon completion in FY 2003-04 total $425,942.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 77,303	$ 77,303	$ 77,303	$ -	$ -	$ -
Supplies & Services	179,607	179,607	179,607	-	-	-
Subtotal	$ 256,910	$ 256,910	$ 256,910	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ -	$ 120,074	$ 123,677	$ 127,387
Supplies & Services	-	-	-	305,868	310,727	315,720
Subtotal	$ -	$ -	$ -	$ 425,942	$ 434,404	$ 443,107
Net Impact	**$ 256,910**	**$ 256,910**	**$ 256,910**	**$ 425,942**	**$ 434,404**	**$ 443,107**

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: Southeast Regional Property Acquisitions
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

This project involves strategic property acquisitions adjacent to the existing Southeast Regional Complex. Acquisitions will allow for needed growth in facilities to handle increasing court caseloads and to provide office space for various County agencies.

Project Cost Summary

A total of $10 million was allocated to this project in FY 2001-02, of which an estimated $11,000 was spent on preliminary programming and design. The FY 2002-03 capital project budget is $0. Continued funding for this project is subject to revenue covering the debt service and Board approval of the funding plan.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 11,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$11,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,000**

Funding Summary

This project will be funded 100% by the County Improvements Fund (Fund 435).

Operating Cost Summary

Operating costs will be identified once the project scope is determined.

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: Downtown Property Development/Acquisition
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

This project involves the purchase of a 31 story high-rise building containing 390,993 square feet of office and retail space and 182,000 square feet of parking (487 parking spaces) and storage space. Acquiring the property will allow County services to be located within County owned property, therefore, reducing the amount of costly lease space currently used. This purchase will provide adequate space for current and future departments.

Project Cost Summary

The total estimated cost of this project is $50 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $50 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 26,000,000	$ -	$ -	$ -	$ -	$ 26,000,000	$ 26,000,000
Construction	-	23,800,000	-	-	-	-	23,800,000	23,800,000
Other Costs	-	200,000	-	-	-	-	200,000	200,000
Project Total	**$ -**	**$ 50,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000,000**	**$ 50,000,000**

Funding Summary

This project is funded 100% by the County Improvements Fund (Fund 435).

Operating Cost Summary

The estimated operating costs upon acquisition in FY 2002-03 total $3.5 million. The first year estimate includes $220,000 in one-time transition costs for a building security system.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ 893,739	$ 896,420	$ 899,109	$ 901,806	$ 904,512
Supplies & Services	-	2,697,100	2,484,531	2,491,985	2,499,461	2,506,959
Subtotal	$ -	$ 3,590,839	$ 3,380,951	$ 3,391,094	$ 3,401,267	$ 3,411,471
Net Impact	**$ -**	**$ 3,590,839**	**$ 3,380,951**	**$ 3,391,094**	**$ 3,401,267**	**$ 3,411,471**

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: Justice Courts
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

This project involves the relocation of the North Mesa Justice Court to a new modular constructed County-owned facility within its Precinct boundaries. This will improve the space deficiencies, ADA violations, and strategic location of the North Mesa Justice Court, and save in excess of $200,000/yr for lease costs.

Project Cost Summary

The total estimated cost of this project is $2.5 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $2.5 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 525,000	$ -	$ -	$ -	$ -	$ 525,000	$ 525,000
Construction	-	1,920,600	-	-	-	-	1,920,600	1,920,600
Other Costs	-	54,400	-	-	-	-	54,400	54,400
Project Total	**$ -**	**$ 2,500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,500,000**	**$ 2,500,000**

Funding Summary

This project is funded 100% by the County Improvements Fund (Fund 435).

Operating Cost Summary

The estimated operating costs upon completion in FY 2002-03 total $3.5 million. The first year estimate includes $150,000 in one-time transition costs.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	200,000	200,000	-	-	-	-
Subtotal	$ 200,000	$ 200,000	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 23,389	$ 24,091	$24,814	$25,558
Supplies & Services	-	-	209,810	61,604	63,452	65,356
Subtotal	$ -	$ -	$ 233,199	$ 85,695	$88,266	$90,914
Net Impact	**$ 200,000**	**$ 200,000**	**$ 233,199**	**$ 85,695**	**$88,266**	**$90,914**

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: Environmental Services Facility
Project No: 2001202342
Managing Dept: Facilities Management

Project Narrative

This project will result in an approximately 5,000 square foot facility. The purpose of the Environmental Services Facility project is to improve upon delivery of services to the public and to provide County workers with a safe, space-effective, operationally efficient environment. Geographically, the site is located near the current Environmental Services site, which is ideal for air-monitoring equipment currently in use and is ½ mile south of the freeway and close to other downtown facilities. The mobile food inspection component of the project provides a safe access site for both large and small vehicles. The parking structure, co-located on the site, provides the opportunity to purchase a smaller parcel of land and still handle a higher volume of vehicles.

Project Cost Summary

The total budget for this project is $2.5 million with $2,838 expended through FY 2001-02. The FY 2002-03 budget is $2.2 million. Construction is scheduled to begin in 2003 with completion in 2004.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/RC	$ 2,838	$ 365,024	$ -	$ -	$ -	$ -	$ 365,024	$ 367,862
Construction	-	1,333,063	262,008	-	-	-	1,595,071	1,595,071
Other Costs	-	539,905	-	-	-	-	539,905	539,905
Project Total	**$ 2,838**	**$ 2,237,992**	**$ 262,008**	**$ -**	**$ -**	**$ -**	**$ 2,500,000**	**$ 2,502,838**

Funding Summary

This project is budgeted in the Intergovernmental Capital Projects Fund (Fund 422). Funding for this project will come from Environmental Services appropriated fund balance and be transferred to Fund 422.

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with Facilities Management. Estimated operating costs upon completion in FY 2004-05 total $73,148.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ -	$ 9,973	$ 10,272	$ 10,580
Supplies & Services	-	-	-	63,175	64,013	64,874
Subtotal	$ -	$ -	$ -	$ 73,148	$ 74,286	$ 75,454
Net Impact	**$ -**	**$ -**	**$ -**	**$ 73,148**	**$ 74,286**	**$ 75,454**

Project Title: **Environmental Services Facility (continued)**

Performance Impact

Strategic Goal(s) Addressed

Implement the Department's business plan, staffing, and space requirements, while maintaining an annual productivity rate sufficient to meet the mandated State Implementation Plan, statutory and State delegation agreement levels while staying within budget limits.

Key Performance Result Measure(s)

% of Environmental Health Plans Reviewed Within One County Fiscal Year

Project Title: Human Services Campus
Project No: 2000120940
Managing Dept: Facilities Management

Project Narrative

The Human Services Campus will be an integrated service delivery facility located in downtown Phoenix designated to serve the homeless and the working poor. A group comprised of faith-based, non-profit, private, community, and governmental organizations working together to provide services for the most needy within the community is completing planning.

This project will take the current dilapidated and unsafe human services facilities located in downtown Phoenix to a standard that will serve persons in need in a more consolidated, efficient, and cost effective manner. Cooperation among and between the providers and the private and public sectors has been and will continue to be a key component of success.

The concept of a campus emerged based upon thorough research and a review of best practices in other communities. An integrated approach is required to improve the existing, uncoordinated, multiple service providers that exist in downtown Phoenix. The essential idea is for independent and varied service providers to coexist in a coordinated fashion and to deliver services in a well-designed setting. The campus will be managed in a coordinated fashion, allowing the independent entities to retain their identity, much like a campus, shopping mall, or condominium environment.

Maricopa County's portion of the project will include a new Public Health Homeless Clinic.

Project Cost Summary

The total estimated cost for Maricopa County's portion of this project is $6.9 million with $1.9 million expended through FY 2001-02. The FY 2002-03 budget is $1.7 million. Construction will begin in 2003 with completion in 2004.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/RO	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	1,935,301	1,610,804	3,092,211	257,684	-	-	4,960,699	6,896,000
Other Costs	-	100,000	-	-	-	-	100,000	100,000
Project Total	**$ 1,935,301**	**$ 1,710,804**	**$ 3,092,211**	**$ 257,684**	**$ -**	**$ -**	**$ 5,060,699**	**$ 6,996,000**

Funding Summary

Total funding for the Human Services Campus is as follows:

Organization/Entity:	
Private foundations, grants, etc.	$ 13,506,000
St. Vincent de Paul	2,362,000
Andre House	1,785,000
Maricopa County	6,996,000
Total	**$ 24,649,000**

Maricopa County's portion of this project will be funded 100% from the Intergovernmental Capital Projects Fund (Fund 422). In FY 2001-02, $2.1 million was allocated from the State Criminal Alien Assistance Program (SCAAP).

Project Title: Human Services Campus (continued)

Operating Cost Summary

Maricopa County will be responsible only for operating costs associated with the Public Health Homeless Clinic. The estimated operating costs upon completion in FY 2004-05 total $241,550.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 49,728	$ 49,728	$ 49,728	$ -	$ -	$ -
Supplies & Services	36,541	36,541	36,541	-	-	-
Subtotal	$ 86,269	$ 86,269	$ 86,269	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ -	$ 49,728	$ 51,219	$ 52,756
Supplies & Services	-	-	-	191,822	197,576	203,503
Subtotal	$ -	$ -	$ -	$ 241,550	$ 248,795	$ 256,259
Net Impact	**$ 86,269**	**$ 86,269**	**$ 86,269**	**$ 241,550**	**$ 248,795**	**$ 256,259**

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: Sheriff's Training Facility
Project No: 2000117080
Managing Dept: Facilities Management

Project Narrative

This project will provide a new building for the Sheriff's Training and Development Division to train new detention and sworn officers. The envisioned project comprises 7-acres site development and a 2-story 71,000 sq. ft. structure, including open retention areas, paved circulation, exterior physical training facilities, an exercise mock-up structure and other exterior training related functional areas. The site includes a 300-space parking lot. The 1st floor will include assembly rooms, offices, reception, physical training facilities, showers and lockers. The 2nd floor will contain administrative and teaching offices as well as the majority of classrooms.

Project Cost Summary

The total budget for this project is $15.9 million with $1.2 million expended through FY 2001-02. The FY 2002-03 budget is $14.3 million. Construction will begin in 2002 with completion in 2003.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$1,251,607	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,251,607
Construction	-	13,940,547	371,155	-	-	-	14,311,702	14,311,702
Other Costs	-	400,000	-	-	-	-	400,000	400,000
Project Total	**$1,251,607**	**$14,340,547**	**$ 371,155**	**$ -**	**$ -**	**$ -**	**$14,711,702**	**$15,963,309**

Funding Summary

This project was initially included in the FY 2001-02 CIP. The project will be funded by a combination of Detention Capital Project funds (Fund 455) at 73% with 27% funded by SCAAP through a transfer to the Intergovernmental Capital Projects Fund (Fund 422). The Project Cost Summary, above, includes budgeted amounts for both funds.

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with Facilities Management. The estimated operating costs upon completion in FY 2002-03 total $440,172.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 30,687	$ 30,687	$ -	$ -	$ -	$ -
Supplies & Services	116,310	116,310	-	-	-	-
Subtotal	$146,997	$ 146,997	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 96,322	$ 99,212	$102,188	$105,254
Supplies & Services	-	-	343,850	354,166	364,790	375,734
Subtotal	$ -	$ -	$ 440,172	$453,378	$466,978	$480,988
Net Impact	**$146,997**	**$ 146,997**	**$ 440,172**	**$453,378**	**$466,978**	**$480,988**

Project Title: **Sheriff's Training Facility (continued)**

Performance Impact

Strategic Goal(s) Addressed

By FY 2004, MCSO will achieve 100% staffing of current Detention positions and 85% of support staff positions, while maintaining Enforcement staff levels. Additionally, all required positions for opening the new jail will be hired, trained and ready to report according to established schedules.

Key Performance Result Measure(s)

% of employees that meet performance standards

Project Title: Buckeye Hills Shooting Range
Project No: BH03-01
Managing Dept: Parks & Recreation

Project Narrative

The purpose of the Buckeye Hills Shooting Range is to develop a regional facility to be used by the Sheriff's department, the Parks and Recreation Department and other regional law enforcement agencies for training and law enforcement certification. The scope of work for the shooting range project includes the design and construction of the following: pistol bays, rifle bays, tactical shooting house, munitions storage and classrooms.

Del Webb Corporation/Pulte Homes, a builder of residential communities, is attempting to relocate the Maricopa County Sheriff's Sun City shooting range to the Buckeye Hills Recreation Area. Del Webb is interested in this relocation due to the fact that there is a noise conflict between residential areas and the Sun City shooting range. Del Webb/Pulte Homes will financially assist Maricopa County Parks and Recreation Department in the development of the shooting range.

Project Cost Summary

The total budget for this project is $1.6 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $1 million. Construction will begin in 2003 with completion in 2004.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000	$ 250,000
Construction	-	750,000	1,000,000	-	-	-	1,750,000	1,750,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,000,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ 2,000,000**	**$ 2,000,000**

Funding Summary

This project is funded 100% by SCAAP through a transfer to the Intergovernmental Capital Projects Fund (Fund 422). Del Webb/Pulte Homes will contribute $500,000 to the project.

Operating Cost Summary

The estimated operating costs upon completion in FY 2003-04 total $231,501. The FY 2003-04 estimated includes $101,000 in transition costs.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	28,635	28,635	-	-	-	-
Subtotal	$ 28,635	$ 28,635	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 36,249	$ 37,335	$ 38,455	$ 39,608
Supplies & Services	-	-	195,252	97,079	99,989	102,988
Subtotal	$ -	$ -	$ 231,501	$ 134,414	$ 138,444	$ 142,596
Net Impact	**$ 28,635**	**$ 28,635**	**$ 231,501**	**$ 134,414**	**$ 138,444**	**$ 142,596**

Project Title: **Buckeye Hills Shooting Range (continued)**

Performance Impact

Strategic Goal(s) Addressed

By July 2003 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.

Key Performance Result Measure(s)

% of park user satisfaction as related to facilities

Project Title: Sheriff's Property & Evidence Warehouse
Project No: 2000120940
Managing Dept: Facilities Management

Project Narrative

The Property and Evidence Storage Division holds all crime scene evidence for all County cases. This is also where the personal property of convicted persons is held until their release or they are otherwise no longer in the system. Currently, the MCSO Property and Evidence Storage is located in the lower level of the Central Court Building and on the third floor of the First Avenue Jail. The current storage facility is antiquated, inadequate, inefficient and unsafe. This location is detrimental for various reasons, with the most serious being leaks from the plumbing on the upper floors allowing the possibility of evidence contamination.

Modern scientific advances have placed greater demands on the storage of evidence requiring an increasing amount of both refrigerated and frozen cold storage. This project will develop a modern storage facility, utilizing up-to-date storage and retrieval technology to store property and evidence in a safe and secure environment. The new facility will provide maximum efficiency for both the storage and retrieval of materials.

The new facility will be built on the Durango Campus; integrated with the Durango Masterplan so that future projects to develop related MCSO facilities will be compatible with this project.

The new Property and Evidence Storage facility will comprise approximately 45,000 square feet including administrative offices, evidence storage, cooler and freezer storage, money vault, drug vault, gun/ammunition room, processing areas, night drop, viewing rooms, and staff support functions. Additionally, there will be parking for staff, public and the night drop off.

Project Cost Summary

The total estimated cost of this project is $5 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $2.6 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	320,000	-	$ -	$ -	$ -	$ 320,000	$ 320,000
Construction	-	$ 4,680,000	$ -	-	-	-	4,680,000	4,680,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 5,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000,000**	**$ 5,000,000**

Funding Summary

This project is funded 100% by SCAAP through a transfer to the Intergovernmental Capital Projects Fund (Fund 422).

Project Title: **Sheriff's Property & Evidence Warehouse (continued)**

Operating Cost Summary

The estimated operating costs upon completion in FY 2003-04 total $380,370.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 31,431	$ 31,431	$ -	$ -	$ -	$ -
Supplies & Services	90,500	90,500	-	-	-	-
Subtotal	$ 121,931	$ 121,931	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 115,120	$ 118,574	$ 122,131	$ 125,795
Supplies & Services	-	-	265,250	273,208	281,404	289,846
Subtotal	$ -	$ -	$ 380,370	$ 391,781	$ 403,535	$ 415,641
Net Impact	**$ 121,931**	**$ 121,931**	**$ 380,370**	**$ 391,781**	**$ 403,535**	**$ 415,641**

Performance Impact

Strategic Goal(s) Addressed

Based on baseline data to be available in spring 2003, increase the clearance rate for violent crimes over the next 2-5 years through innovative investigation, enforcement and detention strategies.

Key Performance Result Measure(s)

% of property made available on demand in preserved condition

Project Title: Elections Facility
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

The Elections Department will move to the existing County owned warehouse at 319 West Buchanan Street to provide adequate space for current and future operations. The program includes admin offices, ballot mgmt and tabulation facilities, warehousing space for voting machines, election supplies and ballots, ballot vault storage and general building spaces. In addition, parking will be provided to accommodate maximum parking demand and secure loading areas for ballot delivery vehicles. The project will entail relocating existing warehouse functions and renovating the facility to accommodate the needs of the Department. Sheriff's Storage, Materials Management offices, Surplus Storage and miscellaneous department storage will be relocated. The Sheriff's Storage will be relocated to Durango upon completion of the Central Services Facilities; other functions will be relocated to sites yet to be determined.

Project Cost Summary

The total estimated cost of this project is $3.3 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $3.3 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000
Construction	-	2,800,000	-	-	-	-	2,800,000	2,800,000
Other Costs	-	.	-	-	-	-	-	-
Project Total	**$ -**	**$ 3,300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,300,000**	**$ 3,300,000**

Funding Summary

This project is funded 100% by SCAAP through a transfer to the Intergovernmental Capital Projects Fund (Fund 422).

Operating Cost Summary

The estimated operating costs upon completion in FY 2003-04 total $461,000.

	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs					
Personal Services	$ -	$ -	$ -	$ -	$ -
Supplies & Services	401,307	-	-	-	-
Subtotal	$ 401,307	$ -	$ -	$ -	$ -
Post Construction Operating Costs					
Personal Services	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	402,005	414,065	426,487	439,282
Subtotal	$ -	$ 402,005	$ 414,065	$ 426,487	$ 439,282
Net Impact	**$ 401,307**	**$ 402,005**	**$ 414,065**	**$ 426,487**	**$ 439,282**

Performance Impact

Strategic Goal(s) Addressed

- Decrease the percentage of voters traveling to the polls by 5% by 2003.
- Reduce the rate of increase in mandated costs by 10%.

Key Performance Result Measure(s)

Reduction in the number of complaints about polls per vote cast at polls

Project Title: Northwest (Surprise) Regional Center
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

The population of Maricopa County is expected to double by the year 2040. This continuing growth has created a need for County regional service centers to serve the expanding population through improved access to County facilities. In September 2001 the Maricopa County BOS approved the BRW/Elliot Pollack and Co recommendations to pursue the initiation of IGA's with the City of Surprise for acquisition of land within the city's center for a regional center site.

The first phase of the development of the Northwest Regional Center was carried out in conjunction with the city of Surprise through an IGA. Temporary court facilities are under construction and are to be completed by July 2002. A second IGA was initiated to share the cost and the efforts for a site planning study. The study is due to be completed by the end of June 2002. A third IGA is being developed in which the city of Surprise will donate approximately 20 acres of land located in the city center to the County, for the development of the county facilities. In return, the County will share in the cost of the site infrastructure.

Project Cost Summary

The total estimated cost of this project is $2.3 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $300,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	300,000	2,000,000	-	-	-	2,300,000	2,300,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 300,000**	**$ 2,000,000**	**$ -**	**$ -**	**$ -**	**$ 2,300,000**	**$ 2,300,000**

Funding Summary

This project is funded 100% through the Intergovernmental Capital Projects Fund (Fund 422).

Operating Cost Summary

This project is in the planning stage; therefore, operating costs are not yet available.

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: West (Avondale) Regional Center
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

Maricopa County has experienced tremendous growth in the last decade, primarily on the fringes of the urban area. The population of the West Region is expected to increase to 500,000 by the year 2020. This expected continuing growth has prompted the County to consider a regional service center facility in the west to accommodate the expanding population through improved access to County facilities. In September 2001 the Maricopa County BOS approved the BRW / Elliot Pollack and Co recommendations to pursue the initiation of IGA's with the city of Avondale to acquire a site within their proposed city center. Also, to conduct a preliminary site planning study jointly with the City of surprise, and determine County departments need for space in the Western region.

An IGA was initiated with the city of Avondale to share in the cost of the site planning. The study is to be completed by the end of May, 2002. The study concluded the County need at 18Acres out of the 60 Acres site acquired by the City of Avondale for its future center. A second IGA is being prepared for the acquisition of the land and the sharing in the cost of the infrastructure.

Project Cost Summary

The total estimated cost of this project is $2.7 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $2.7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	2,700,000	-	-	-	-	2,700,000	2,700,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 2,700,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,700,000**	**$ 2,700,000**

Funding Summary

This project is funded 100% through the Intergovernmental Capital Projects Fund (Fund 422).

Operating Cost Summary

This project is in the planning stage; therefore, operating costs are not yet available.

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Project Title: Northeast (Scottsdale) Regional Center
Project No: TBD
Managing Dept: Facilities Management

Project Narrative

The Northeast region of Maricopa County has been experiencing rapid population and employment growth. Population and employment densities in the region are much higher than in those of the county as a whole. These densities are forecast to double by 2020 (Maricopa County site evaluation study). In September 2001 the Maricopa County Board of Supervisors approved the BRW/Elliot Pollack and Co) recommendations to negotiate with Westcor Partners to reserve a site within the Chauncey ranch development for a Northeast regional center.

The site is located at a geographic concentration of future development and has excellent accessibility from the 101 freeway and Scottsdale Road. The project staff has had numerous communications with both Westcor and the Chauncey family, and as a result they have shown a strong interest in having the County regional center as part of their development, and thus are offering to facilitate the acquisition through creative methods of financing. The acquisition of a 17-acre parcel will accommodate the long-term county needs and will satisfy the Superior Court's immediate need for Northeast facilities.

Project Cost Summary

The total estimated cost of this project is $2 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -		$ -	$ -	$ -	$ -	$ -
Construction	-	2,000,000		-	-	-	2,000,000	2,000,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 2,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000,000**	**$ 2,000,000**

Funding Summary

This project is funded 100% through the Intergovernmental Capital Projects Fund (Fund 422).

Operating Cost Summary

This project is in the planning stage; therefore, operating costs are not yet available.

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Detention Capital Projects Fund

Summary

Criminal Justice Facilities Capital Improvement Projects for adult jails and juvenile detention total $278.5 million of the new five-year CIP; these projects are funded by a sales tax increase approved by voters in November 1998. The programming phase, based on the Jail Master Plan, was finalized in July 1999 and the design phase was completed in 2001. The construction closeout phase continues into 2004 and includes completion of all work and closeout of contracts. In addition to the Facilities Review Committee (FRC) process, projects funded by the Jail Excise Tax are reviewed by a Citizens' Jail Oversight Committee (CJOC).

In 1997, a nine-member Citizens Advisory Committee on Jail Planning was appointed by the Maricopa County Board of Supervisors, the County Attorney, the Presiding Judge of the Superior Court and the Sheriff, for the purpose of conducting a criminal justice system Master Plan. The Committee selected a nationally-recognized jail-planning consultant to assist in studying the area of the Committee's charge. RNL Design in association with Chinn Planning, Inc. and Liebert & Associates were contracted by Maricopa County to do a needs assessment and master plan of the adult and juvenile criminal justice detention system.

The Committee met fifteen times from March 21, 1997 to November 13, 1997. Meetings were conducted in each of the Board Districts. In the fall of 1997, RNL Design completed its final report, The Maricopa County Report on Jail Planning, dated November 12, 1997. This comprehensive planning effort covered 15 years and identified some $1.4 billion in needs. The Committee then used this report as the basis for four hearings conducted throughout the County. The final report of the Committee, the Citizens Advisory Committee Report on Jail Planning dated November 18, 1997 is based on the Executive Summary of the consultants' final report. The consultants gave the Committee permission to revise the Executive Summary to reflect the Committee's conclusions and recommendations. The Committee made certain changes and modifications to the consultants work, which are reflected in its Final Report and in the budget figures attached to its Final Report. The consultants' work is contained in Volumes 1 – 5 that are part of the Committee's Final report, and constitute the Maricopa County Criminal Justice System Master Plan.

Project Detail

A total of seven (8) capital projects are identified and recommended to the Board for support from the Detention Fund by the Facilities Review Committee in the proposed CIP. The recommended projects are as follows.

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)	TOTAL PROJECT
455 DETENTION CAPITAL PROJECTS								
CONTINUING PROJECTS								
FMD MAINTENANCE FACILITY	$ 114,288	$ 4,785,712	$ 100,000	$ -	$ -	$ -	$ 4,885,712	5,000,000
JACKSON STREET GARAGE	11,372,401	-	-	-	-	-	-	11,372,401
JUVENILE DURANGO	40,614,847	42,665,497	7,693,622	-	-	-	50,359,119	90,973,966
JUVENILE MESA	11,499,316	8,160,328	2,174,220	-	-	-	10,334,548	21,833,864
LOWER BUCKEYE JAIL	127,238,635	90,563,969	6,866,280	-	-	-	97,430,249	224,668,884
SOUTHEAST COURTROOM BUILDOUT	434,164	2,065,836	-	-	-	-	2,065,836	2,500,000
4TH AVENUE JAIL	54,543,841	83,091,017	9,351,794	-	-	-	92,442,811	146,986,652
SHERIFF'S TRAINING FACILITY	1,251,607	10,674,246	371,155	-	-	-	11,045,401	12,297,008
SUBTOTAL CONTINUING PROJECTS	$ 247,069,099	$ 242,006,605	$ 26,557,071	$ -	$ -	$ -	$ 268,563,676	$ 515,632,775
PROJECT RESERVE	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ 10,000,000	$ 10,000,000
TOTAL FUND 455	$ 247,069,099	$ 252,006,605	$ 26,557,071	$ -	$ -	$ -	$ 278,563,676	$ 525,632,775

Project Title: 4th Avenue Jail
Project No: 1
Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in an approximately 560,000 square foot mid-rise building in downtown Phoenix that will consist of a basement, ground level and three mezzanines. The jail will accommodate 1,360 maximum custody pre-trial jail beds, an intake processing center, two initial appearance courtrooms, two early disposition courtrooms and administrative support space. A tunnel system will connect the new facility with the existing Madison Street Jail and Courts.

Project Cost Summary

The total estimated cost of this project is $146.9 million with $54.5 million expended through FY 2001-02. The FY 2002-03 budget is $83 million. Construction began in 2001 and is scheduled for completion in 2003.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 12,735,949	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,735,949
Construction	34,358,613	70,800,918	8,074,581	-	-	-	78,875,499	113,234,112
Other Costs	7,449,279	12,290,099	1,277,213	-	-	-	13,567,312	21,016,591
Project Total	**$ 54,543,841**	**$ 83,091,017**	**$ 9,351,794**	**$ -**	**$ -**	**$ -**	**$ 92,442,811**	**$ 146,986,652**

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with the Facilities Management Department. The 4th Avenue Jail is scheduled for completion in FY 2002-03. The estimated operating costs upon completion total $3.1 million.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 784,564	$ 808,100	$ 832,343	$ 857,314
Supplies & Services	-	-	2,331,878	2,401,834	2,418,597	2,489,635
Subtotal	$ -	$ -	$ 3,116,442	$ 3,209,934	$ 3,250,940	$ 3,346,949
Net Impact	**$ -**	**$ -**	**$ 3,116,442**	**$ 3,209,934**	**$ 3,250,940**	**$ 3,346,949**

Performance Impact

Strategic Goal(s) Addressed

Construct on schedule and within budget 3,139 adult detention beds of the required custody classification and all necessary support facilities at a downtown location and the Durango Complex by the end of FY 2004.

Key Performance Result Measure(s)

% 4th Avenue Jail Construction project completion as compared to budget

Project Title: Lower Buckeye Jail
Project No: 2
Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in an approximately 825,000 square foot campus located on Lower Buckeye Road just east of 35th Avenue in Phoenix. The Lower Buckeye Jail will contain 1,808 beds including 576 maximum custody adult beds, 400 minimum custody adult beds, 504 remanded juvenile beds, 268 psychiatric beds and 60 infirmary beds. The jail will also include intake, jail command offices, Correctional Health Services offices, a central infirmary and a pharmacy. The campus also includes Central Services, consisting of a laundry, stores warehouse/food factory and central plant.

Project Cost Summary

The total estimated cost of this project is $223.9 million with $127.2 million expended through FY 2001-02. The FY 2002-03 budget is $90.5 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 16,744,902	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,744,902
Construction	88,469,651	74,256,273	5,677,777	-	-	-	79,934,050	168,403,701
Other Costs	22,024,082	16,307,696	1,188,503	-	-	-	17,496,199	39,520,281
Project Total	**$ 127,238,635**	**$ 90,563,969**	**$ 6,866,280**	**$ -**	**$ -**	**$ -**	**$ 97,430,249**	**$ 224,668,884**

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Operating Cost Summary

The estimated operating costs upon completion in FY 2003-04 total $3.6 million. The utility costs for the Lower Buckeye Central Services facility are greater as this facility includes a kitchen and freezer to service the other jail facilities.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 986,222	$ 1,015,809	$ 1,046,283	$ 1,077,671
Supplies & Services	-	-	2,706,658	2,787,858	2,807,376	2,889,835
Subtotal	$ -	$ -	$ 3,692,880	$ 3,803,667	$ 3,853,659	$ 3,967,506
Net Impact	**$ -**	**$ -**	**$ 3,692,880**	**$ 3,803,667**	**$ 3,853,659**	**$ 3,967,506**

Performance Impact

Strategic Goal(s) Addressed

Construct on schedule and within budget 3,139 adult detention beds of the required custody classification and all necessary support facilities at a downtown location and the Durango Complex by the end of FY 2004.

Key Performance Result Measure(s)

% Lower Buckeye Jail Construction project completion as compared to budget

Project Title: FMD Maintenance Facility
Project No: 2000106346
Managing Dept: Facilities Management

Project Narrative

This project involves site development of a 5.58-acre site with circulation access roads, site improvements including water line, sanitary sewer line, natural gas, site electric power, and telephone and data service extensions onto the site from adjacent sources. This project will result in the creation of a building pad and development of a full service Maintenance Facility of 25,540 square feet with a 2,000 square foot outdoor covered storage structure.

Project Cost Summary

The total budget for this project is $5 million with $114,288 million expended through FY 2001-02. The FY 2002-03 budget is $4.7 million. Construction will begin in 2002 with completion in 2003.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Lar	$ 114,288	$ -	$ -	$ -	$ -	$ -	$ -	$ 114,288
Construction	-	4,785,712	100,000	-	-	-	4,885,712	4,885,712
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$114,288**	**$ 4,785,712**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ 4,885,712**	**$ 5,000,000**

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Operating Cost Summary

The FMD Maintenance Facility is scheduled for completion in FY 2002-03. The estimated operating costs upon completion total $102,857.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 8,973	$ 8,973	$ -	$ -	$ -	$ -
Supplies & Services	57,947	57,947	-	-	-	-
Subtotal	$ 66,920	$ 66,920	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 8,973	$ 9,242	$ 9,520	$ 9,805
Supplies & Services	-	-	93,884	96,700	99,601	102,589
Subtotal	$ -	$ -	$ 102,857	$ 105,942	$ 109,121	$ 112,394
Net Impact	**$ 66,920**	**$ 66,920**	**$ 102,857**	**$ 105,942**	**$ 109,121**	**$ 112,394**

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion to Project Budget

Project Title: Durango Juvenile Detention
Project No: 3
Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in an approximately 270,000 square foot campus located south of Durango Street between 27th and 35th Avenues in Phoenix. The facility will include housing, courts and support space. The housing areas have a mezzanine level and provide 220 beds. A new three-story Juvenile Court Center adds 12 new courts with judicial suites and associated office space for support staff and related functions. A single-level approximately 28,000 square foot 48-bed residential treatment facility will be located at the corner of Durango and 35th Avenue, just west of the new and existing Durango Juvenile Court Center.

Project Cost Summary

The total estimated cost of this project is $90.3 million with $40.6 million expended through FY 2001-02. The FY 2002-03 budget is $42.6 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 7,410,230	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,410,230
Construction	27,685,819	37,426,137	6,855,775	-	-	-	44,281,912	71,967,731
Other Costs	5,518,798	5,239,360	837,847	-	-	-	6,077,207	11,596,005
Project Total	**$ 40,614,847**	**$ 42,665,497**	**$ 7,693,622**	**$ -**	**$ -**	**$ -**	**$ 50,359,119**	**$ 90,973,966**

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with Facilities Management. The Juvenile Durango facility is scheduled for completion in FY 2003-04. The estimated operating costs upon completion total $1.5 million.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 373,674	$ 384,884	$ 396,430	$ 408,323
Supplies & Services	-	-	1,144,748	1,179,090	1,188,462	1,223,401
Subtotal	$ -	$ -	$ 1,518,422	$ 1,563,974	$ 1,584,892	$ 1,631,724
Net Impact	**$ -**	**$ -**	**$ 1,518,422**	**$ 1,563,974**	**$ 1,584,892**	**$ 1,631,724**

Performance Impact

Strategic Goal(s) Addressed

Construct on schedule and within budget 388 juvenile detention beds and all necessary support facilities at the Durango Complex and the Southeast Regional Facility including expansion of juvenile court facilities at the Durango Complex by the end of FY 2004.

Key Performance Result Measure(s)

% Juvenile Durango Construction project completion as compared to budget

Project Title: Mesa Juvenile Detention
Project No: 4
Managing Dept: Criminal Justice Facilities Development

Project Narrative

This project will result in an approximately 80,000 square foot building located at the County's existing Southeast Facilities complex in Mesa. The single-level facility will provide an additional 120-beds of housing with mezzanine levels. It will also provide supporting educational, program and administrative space. The project includes the remodeling of existing space to add one new courtroom. A 400-space parking structure, located southeast of the existing and future juvenile detention facilities, was completed in May 2001.

Project Cost Summary

The total estimated cost of this project is $21.6 million with $11.4 million expended through FY 2001-02. The FY 2002-03 budget is $8.1 million. Construction began in 2001 and is scheduled for completion in 2003.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,983,551	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,983,551
Construction	9,111,734	7,109,338	1,932,158	-	-	-	9,041,496	18,153,230
Other Costs	404,031	1,050,990	242,062	-	-	-	1,293,052	1,697,083
Project Total	**$ 11,499,316**	**$ 8,160,328**	**$ 2,174,220**	**$ -**	**$ -**	**$ -**	**$ 10,334,548**	**$ 21,833,864**

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with the Facilities Management Department. The Juvenile Mesa facility is scheduled for completion in FY 200304. The estimated operating costs upon completion total $480,806.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 103,298	$ 106,397	$ 109,598	$ 112,877
Supplies & Services	-	-	377,508	388,833	392,225	403,764
Subtotal	$ -	$ -	$ 480,806	$ 495,230	$ 501,823	$ 516,641
Net Impact	**$ -**	**$ -**	**$ 480,806**	**$ 495,230**	**$ 501,823**	**$ 516,641**

Performance Impact

Strategic Goal(s) Addressed

Construct on schedule and within budget 388 juvenile detention beds and all necessary support facilities at the Durango Complex and the Southeast Regional Facility including expansion of juvenile court facilities at the Durango Complex by the end of FY 2004.

Key Performance Result Measure(s)

% Juvenile Mesa Construction project completion as compared to budget

Project Title: Southeast Courtroom Buildout
Project No: 2000135772
Managing Dept: Facilities Management

Project Narrative

This project was initiated as a means of providing more space for courtrooms in the Maricopa County Southeast Regional Campus. Initially the Early Disposition Court (EDC) was going to be developed in the main courts building at the Southeast Campus, However, by locating this EDC Court in the vacant detention area of the Sheriff's Substation No. 1, more space is provided for Superior Court Courtrooms in the main Courts building, and vacant space is fully utilized.

The proposed facility will provide an Early Disposition Courtroom, a full Judicial Suite, ample detention and public waiting areas, offices for the County Attorney, P8ublic Defender, Adult Probation, Clerk of the Court and TASC Office's. The facility will occupy approximately 14,000 square feet of fully renovated detention areas of the Substation. In addition, the project will also provide storage facilities for the Sheriff's department in the second floor of the detention pods.

Project Cost Summary

The total estimated cost of this project is $2.5 million with $434,164 expended through FY 2001-02. The FY 2002-03 budget is $2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -		$ -	$ -	$ -	$ -	$ -
Construction	434,164	2,065,836		-	-	-	2,065,836	2,500,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$434,164**	**$ 2,065,836**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,065,836**	**$ 2,500,000**

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with the Facilities Management Department. The Southeast Courtroom buildout is scheduled for completion in FY 2002-03. The estimated operating costs upon completion total $125,024.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ 8,973	$ 8,973	$ -	$ -	$ -	$ -
Supplies & Services	66,831	66,831	-	-	-	-
Subtotal	$ 75,804	$ 75,804	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ 8,973	$ 9,242	$ 9,520	$ 9,805
Supplies & Services	-	-	116,051	119,533	123,119	126,812
Subtotal	$ -	$ -	$ 125,024	$ 128,775	$ 132,638	$ 136,617
Net Impact	**$ 75,804**	**$ 75,804**	**$ 125,024**	**$ 128,775**	**$ 132,638**	**$ 136,617**

Project Title: **Southeast Courtroom Buildout (continued)**

Performance Impact

Strategic Goal(s) Addressed

All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.

Key Performance Result Measure(s)

% Value of Project Completion in FY to Project Budget

Transportation

Summary

The Maricopa County Department of Transportation (MCDOT) employs a separate planning procedure than those utilized by the County at large. These include intergovernmental agency collaboration and prioritization based on an established list of ranking criteria for designated types of projects. Ranking criteria used by the Department of Transportation for roadway improvements include:

- Safety
- Land use, regional travel usage and environmental factors
- Traffic volume compared to capacity of roadway
- Cost/benefit ratio
- Joint sponsorship
- Bonus points for intelligent transportation systems, alternative mode and environmental enhancements

Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian and other multi-modal improvements.

MCDOT annually develops a five-year Transportation Improvements Program (TIP), which is approved by the Maricopa County Board of Supervisors (BOS). This annual approval authorizes expenditures by MCDOT for making transportation improvements to roadways and bridges, acquiring right-of-way, developing Intelligent Transportation Systems (ITS) and implementing the County's Bicycle Plan.

MCDOT staff, representatives from cities and towns, and the general public recommend projects for inclusion in the TIP. A multi-divisional MCDOT review group annually ranks the proposed projects according to adopted criteria using an extensive prioritization process. Funding from all available sources is then matched against the proposed projects. The highest rated and most beneficial projects are subsequently recommended to the Transportation Advisory Board (TAB) for consideration and public review. The BOS makes the final decision regarding projects to be included in the TIP.

MCDOT funds the TIP through several resources. The primary source is the Highway User Revenue Fund (HURF). The County must spend these funds only on transportation-related items. In addition, the County occasionally receives funds from several federal agencies, such as the Federal Highway Administration (FHWA), and the Federal Emergency Management Administration (FEMA). Other funding sources arise through partnerships with local jurisdictions, federal, state agencies or private corporations.

Project Detail

A total of 104 capital projects are identified and recommended to the Board from MCDOT. The recommended projects are as follows:

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)	TOTAL COST
TRANSPORTATION CAPITAL PROJECTS (Fund 234)								
DEVELOPMENT								
ALMA SCHOOL RD: MCLELLAN TO MCKELLIPS	$ 723,000	$ 5,000	$ 5,000	$ 1,996,000	$ -	$ -	$ 2,006,000	$ 2,729,000
ALMA SCHOOL RD, NORTH BRIDGE GRADE CONTROL STR	221,000	5,000	5,000	2,602,000	1,088,000	-	3,700,000	3,921,000
BARTLETT LAKE RD	679,000	25,000	-	-	-	-	25,000	704,000
BELL RD @ R H JOHNSON	-	85,000	80,000	10,000	-	-	175,000	175,000
BROWN RD: ELLSWORTH TO CRISMON	-	50,000	40,000	-	-	-	90,000	90,000
BUSH HWY II	-	-	717,000	-	-	-	717,000	717,000
CANDIDATE ASSESSMENT REPORTS (CAR'S)	773,000	300,000	300,000	300,000	300,000	300,000	1,500,000	2,273,000
CHANDLER HTS RD CULVERT AT EASTERN CANAL	31,000	-	-	-	223,000	-	223,000	254,000
CHANDLER HTS RD @ SANOKI WASH	-	170,000	-	-	-	-	170,000	170,000
DYSART: CACTUS TO GREENWAY	75,000	40,000	-	-	-	-	40,000	115,000
EL MIRAGE: BEARDSLEY TO LOOP 303	635,000	59,000	1,810,000	-	-	-	1,869,000	2,504,000
EL MIRAGE: BELL TO BEARDSLEY	598,000	255,000	20,000	-	-	-	275,000	873,000
ELLIOT RD VAL VISTA TO GREENFIELD	-	-	680,000	-	-	-	680,000	680,000
ELLSWORTH GERMANN TO BASELINE	8,274,000	2,435,000	8,774,000	9,604,000	-	-	20,813,000	29,087,000
GENERAL CIVIL ENGINEERING	361,000	150,000	150,000	1,150,000	3,500,000	3,500,000	8,450,000	8,811,000
GILBERT RD: PECOS TO WILLIAMS FIELD	118,000	10,000	10,000	-	-	-	20,000	138,000
GILBERT RD: WARNER TO WATER TANK	-	25,000	25,000	-	-	-	50,000	50,000
GILBERT RD: WILLIAMS FIELD TO RAY (IGA W/ GILBERT)	129,000	2,214,000	5,000	-	-	-	2,219,000	2,348,000
HIGLEY RD OLNEY TO GUADALUPE	1,050,000	-	-	-	-	-	-	1,050,000
JACKRABBIT TR: YUMA TO THOMAS	-	420,000	200,000	-	-	-	620,000	620,000
LAKE PLEASANT RD: WILLIAMS RD TO SR74	150,000	-	-	-	-	-	-	150,000
LOOP 303: INDIAN SCHOOL TO CLEARVIEW	1,245,500	450,000	-	-	-	-	450,000	1,695,500
MC 85: AIRPORT TO JACKRABBIT TR	-	105,000	85,000	-	-	-	190,000	190,000
MC 85: COTTON LANE TO ESTRELLA PKWY	659,000	725,000	710,000	3,225,000	1,090,000	-	5,750,000	6,409,000
MC 85: ELMIRAGE TO 115TH AVE	-	50,000	40,000	-	-	-	90,000	90,000
MC 85: ESTRELLA PKWY TO LITCHFIELD	1,170,000	70,000	2,673,000	-	-	-	2,743,000	3,913,000
MCDOWELL MT. RD SHOULDERS WIDENING	-	50,000	30,000	10,000	1,048,184	-	1,138,184	1,138,184
MCQUEEN RD: QUEEN CK TO PECOS	341,000	50,000	1,023,000	530,000	9,710,000	-	11,313,000	11,654,000
MC85: 107TH AVE TO 91ST AVE	-	70,000	-	-	-	-	70,000	70,000
MC85: 91ST AVE TO 75TH AVE	-	200,000	200,000	-	-	-	400,000	400,000
MERIDIAN RD: SOUTHERN TO UNIVERSITY	376,000	40,000	-	-	-	-	40,000	416,000
OCOTILLA: EOM TO PALO VERDE	152,000	22,000	-	-	-	-	22,000	174,000
OCOTILLO RD: BASHA TO ARIZONA AVE	99,000	40,000	-	-	-	-	40,000	139,000
PINNACLE PEAK RD: LAKE PLEASANT TO 83RD AVE	-	75,000	75,000	-	-	-	150,000	150,000
POWER RD: GUADALUPE TO BASELINE	1,062,000	5,000	5,000	5,000	-	-	15,000	1,077,000
POWER RD: WILLIAMS FIELD TO RAY	-	150,000	60,000	-	-	-	210,000	210,000
QUEEN CREEK RD: ARIZONA AVE TO MCQUEEN	540,000	5,000	826,000	3,505,000	3,524,000	-	7,860,000	8,400,000
RAY RD LINDSAY TO GREENFIELD	-	-	550,000	-	-	-	550,000	550,000
THOMAS RD 99TH AVE TO 91ST AVE	1,960,000	-	-	-	-	-	-	1,960,000
VAL VISTA DR: RAY TO WARNER	-	-	530,000	-	-	-	530,000	530,000
VAL VISTA DR: RIGGS TO 1/2 MI SOUTH	97,000	3,000	-	-	-	-	3,000	100,000
WARNER RD LINDSAY TO GREENFIELD	-	-	530,000	-	-	-	530,000	530,000
WILLIAMS FIELD RD: GILBERT TO LINDSAY	105,000	45,000	20,000	20,000	440,000	20,000	545,000	650,000
WILLIAMS FIELD @ HIGLEY	284,000	60,000	20,000	996,000	-	-	1,076,000	1,360,000
115TH AVE: MC 85 TO MCDOWELL	511,000	-	-	-	-	-	-	511,000
51ST AVE: BROADWAY TO BASELINE	1,985,948	177,000	20,000	3,260,000	6,350,000	-	9,807,000	11,792,948
51ST AVE: GRIC BDRY TO BASELINE RD	1,172,000	180,000	305,000	602,000	1,150,000	-	2,237,000	3,409,000
56TH ST @ CAREFREE HWY	10,000	330,000	-	-	-	-	330,000	340,000
75TH AVE: MC 85 TO VAN BUREN	151,000	210,000	-	-	-	-	210,000	361,000
83RD AVE: NORTHERN TO OLIVE	594,000	10,000	-	-	-	-	10,000	604,000
87TH AVE CHANNEL: DEER VALLEY DR TO WILLIAMS RD	70,000	10,000	215,000	635,000	-	-	860,000	930,000
99TH AVE: MCDOWELL TO GLENDALE	1,258,000	100,000	-	-	-	-	100,000	1,358,000
Subtotal Development	$ 27,659,448	$ 9,480,000	$ 20,738,000	$ 28,450,000	$ 28,423,184	$ 3,820,000	$ 90,911,184	$ 118,570,632
CONSTRUCTION								
AZTECH SMART CORRIDORS	$ 431,000	$ 825,000	$ 1,195,000	$ -	$ -	$ -	$ 2,020,000	$ 2,451,000
BASELINE RD: 7TH AVE TO 43RD AVE	26,585,000	20,000	-	-	-	-	20,000	26,605,000
CAMELBACK RD LITCHFIELD TO EL MIRAGE	7,951,000	200,000	-	-	-	-	200,000	8,151,000
CAVE CREEK LONE MTN TO CAREFREE HWY	5,357,000	100,000	-	-	-	-	100,000	5,457,000
CHANDLER BLVD: WEST OF GILBERT RD	693,000	30,000	-	-	-	-	30,000	723,000
DEER VALLEY RD BRIDGE @ NEW RIVER	1,923,000	4,115,000	-	-	-	-	4,115,000	6,038,000
ELLSWORTH: UNIVERSITY TO MCLELLAN	1,104,000	200,000	2,067,000	4,149,000	-	-	6,416,000	7,520,000
ESTRELLA INTERIM LOOP 303 (II)	8,822,000	18,218,000	13,531,000	-	-	-	31,749,000	40,571,000
ESTRELLA PKWY: YUMA TO MCDOWELL	2,177,000	513,000	3,817,000	-	-	-	4,330,000	6,507,000
ESTRELLA RDWY AND GRADE SEPARATION	24,470,114	-	-	-	-	-	-	24,470,114
GDACS: GEODETIC DENSIFICATION & CADASTRAL SURVEYS	2,087,000	2,177,000	2,176,000	1,622,000	-	-	5,975,000	8,062,000
GILBERT RD: MCDOWELL TO SR 87 W/ LWC	7,745,000	6,165,000	6,055,000	-	-	1,200,000	13,420,000	21,165,000
GUADALUPE RD POWER TO HAWES	200,000	-	-	-	-	-	-	200,000
LAVEEN AREA CONVEYANCE CHANNEL	500,000	-	500,000	-	-	-	500,000	1,000,000
LINDSAY RD: WILLIAMS FIELD TO RAY RD	-	-	-	2,600,000	-	-	2,600,000	2,600,000
LOOP 303 INTERSECTION IMPROVEMENTS	1,642,000	5,000	-	-	-	-	5,000	1,647,000
LOOP 303: MCDOWELL TO 3/4 MI. N. OF THOMAS	924,000	3,290,000	5,000	-	-	-	3,295,000	4,219,000
MC 85 @ AGUA FRIA / BRIDGE SCOUR	35,000	1,740,000	5,000	2,412,000	-	-	4,157,000	4,192,000
MC 85 @ AVONDALE WASH	328,000	125,000	-	-	-	-	125,000	453,000
MCDOT DURANGO FACILITY BUILDING MODS	434,000	-	-	-	-	-	-	434,000

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)	TOTAL COST
TRANSPORTATION CAPITAL PROJECTS (Fund 234) - Continued								
MCDOWELL RD: PIMA FWY TO ALMA SCHOOL	3,362,000	5,778,000	1,888,000	-	-	-	7,666,000	11,028,000
NORTHEAST MAINTENANCE FACILITY	-	-	-	1,000,000	1,400,000	-	2,400,000	2,400,000
NORTHERN AVE 95TH AVE TO 71ST AVE	14,422,000	4,500	-	-	-	-	4,500	14,426,500
OLD US 80 @ HASSAYAMPA / SCOUR	131,000	6,000	5,000	1,315,000	-	-	1,326,000	1,457,000
PM10 PROGRAM	163,000	700,000	3,200,000	3,200,000	3,150,000	150,000	10,400,000	10,563,000
PM10 ROADS (PH 2) IN NE AREA (GRP 1)	312,000	910,000	-	-	-	-	910,000	1,222,000
PM10 ROADS (PH 2) IN NE AREA (GRP 2)	274,000	905,000	-	-	-	-	905,000	1,179,000
PM10 ROADS (PH 2) IN NE AREA (GRP 3)	371,000	1,213,634	-	-	-	-	1,213,634	1,584,634
PM10 ROADS (PH 2) IN NW AREA (GRP 1)	245,000	1,346,579	-	-	-	-	1,346,579	1,591,579
PM10 ROADS (PH 2) IN NW AREA (GRP 2)	235,000	1,177,806	-	-	-	-	1,177,806	1,412,806
PM10 ROADS (PH 2) IN SE AREA	294,000	904,000	-	-	-	-	904,000	1,198,000
PM10 ROADS (PH 2) IN SW AREA	292,000	1,165,000	-	-	-	-	1,165,000	1,457,000
PM10 ROADS (PH 3) IN NE AREA	550,000	2,493,992	-	-	-	-	2,493,992	3,043,992
PM10 ROADS (PH 3) IN SE AREA	376,000	2,017,000	-	-	-	-	2,017,000	2,393,000
PM10 ROADS (PH 3) IN SW AREA	271,000	820,000	-	-	-	-	820,000	1,091,000
POWER RD BRIDGE @ QUEEN CREEK WASH	1,994,000	1,510,000	-	-	-	-	1,510,000	3,504,000
QUEEN CREEK RD CULVERT AT EASTERN CANAL	74,000	10,000	250,000	-	-	-	260,000	334,000
RIGGS RD: ARIZONA AVE TO GILBERT RD	-	-	4,500,000	-	-	-	4,500,000	4,500,000
RIGGS RD: I-10 TO PRICE	303,000	925,000	830,000	-	-	-	1,755,000	2,058,000
SIGNAL MODERNIZATION	750,000	550,000	-	-	-	-	550,000	1,300,000
SMALL CITIES TRANSPORTATION ASSISTANCE PROGRAM	1,675,000	300,000	300,000	300,000	300,000	300,000	1,500,000	3,175,000
SPECIAL PROJECTS	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
TUTHILL RD @ GILA RIVER / SCOUR	92,000	-	-	250,000	-	-	250,000	342,000
WARRANTED TRAFFIC IMPROVEMENTS	-	650,000	500,000	500,000	1,000,000	1,000,000	3,650,000	3,650,000
107TH AVE ROSE GARDEN TO JOMAX	946,000	1,385,000	855,000	-	-	-	2,240,000	3,186,000
115TH AVE BRIDGE AT GILA RIVER	-	2,000	2,000	2,000	2,000	2,000	10,000	10,000
27TH AVE: TWIN PEAKS TO NEW RIVER	378,344	195,000	-	-	-	-	195,000	573,344
Subtotal Construction	$ 120,918,458	$ 63,691,511	$ 42,681,000	$ 18,350,000	$ 6,852,000	$ 3,652,000	$ 135,226,511	$ 256,144,969
SYSTEM SUPPORT								
PREVIOUS YEAR'S PROJECTS	$ 14,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 1,750,000	$ 1,764,000
PROPERTY MANAGEMENT ON PRIOR YEARS CIP PROJECTS	-	130,000	130,000	50,000	50,000	50,000	410,000	410,000
R.O.W. IN-FILL ON ROAD INVENTORY SYSTEM	7,653,000	3,292,000	3,000,000	1,000,000	5,000,000	5,000,000	17,292,000	24,945,000
UNALLOCATED FORCE ACCOUNT	1,290,000	1,600,000	2,700,000	3,100,000	4,250,000	4,500,000	16,150,000	17,440,000
UTILITY LOCATING (POT-HOLE) ANNUAL CONTRACT	17,000	50,000	50,000	50,000	50,000	50,000	250,000	267,000
Subtotal System Support	$ 8,974,000	$ 5,422,000	$ 6,230,000	$ 4,550,000	$ 9,700,000	$ 9,950,000	$ 35,852,000	$ 44,826,000
PROJECT RESERVE	$ -	$ 5,713,232	$ 3,000,000	$ 5,000,000	$ 14,000,000	$ 45,000,000	$ 72,713,232	$ 72,713,232
TOTAL FUND 234	**$ 157,551,906**	**$ 84,306,743**	**$ 72,649,000**	**$ 56,350,000**	**$ 58,975,184**	**$ 62,422,000**	**$ 334,702,927**	**$ 492,254,833**

Project Title: 107th Ave: Rose Garden to Jomax
Project No: 68932
Managing Dept: Transportation

Project Narrative

This project will construct a new two-lane roadway for dust control and connection to Estrella Roadway (Loop 303). The purpose of this project is to pave the road and make a connection to Loop 303 for travelers on the road so that the cost to travel the road will be reduced, dust problems will be reduced and the road will be safer.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.1 million with $946,000 expended through FY 2001-02. The FY 2002-03 budget is $1.3 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 928,000	$ 1,275,000	$ 855,000	$ -	$ -	$ -	$ 2,130,000	$ 3,058,000
Construction	18,000	110,000	-	-	-	-	110,000	128,000
Other Costs							-	-
Project Total	**$946,000**	**$ 1,385,000**	**$ 855,000**	**$ -**	**$ -**	**$ -**	**$ 2,240,000**	**$ 3,186,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: 27th Ave: Twin Peaks to New River
Project No: 16100
Managing Dept: Transportation

Project Narrative

This project will improve the vertical alignment as well as grade, drain and pave the existing gravel road between Twin Peaks Lane and New River Road. The proposed improvements will enhance safety, ride-ability and air quality.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $573,344 with $278,344 expended through FY 2001-02. The FY 2002-03 budget is $195,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 282,344	$ 55,000	$ -	$ -	$ -	$ -	$ 55,000	$ 337,344
Construction	96,000	140,000	-	-	-	-	140,000	236,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 378,344**	**$ 195,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 195,000**	**$ 573,344**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: 51st Ave: Broadway to Baseline
Project No: 68943
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design the road with two additional through lanes and a center left-turn lane for the traveling public so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $11.7 million with $1.9 million expended through FY 2001-02. The FY 2002-03 budget is $177,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,452,948	$ 177,000	$ 20,000	$ 60,000	$ 100,000	$ -	$ 357,000	$ 1,809,948
Construction	533,000	-	-	3,200,000	6,250,000	-	9,450,000	9,983,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,985,948**	**$ 177,000**	**$ 20,000**	**$ 3,260,000**	**$ 6,350,000**	**$ -**	**$ 9,807,000**	**$ 11,792,948**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: 51st Ave: GRIC Bdry to Baseline
Project No: 68913
Managing Dept: Transportation

Project Narrative

This project will widen 51st Avenue from Baseline to Elliot Road from a two lane major arterial to a three lane major arterial south of Dobbins, a five lane arterial from Dobbins to Baseline, plus increasing the turning radii at the intersection.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.4 million with $1.1 million expended through FY 2001-02. The FY 2002-03 budget is $180,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,161,000	$ 180,000	$ 5,000	$ 5,000	$ -	$ -	$ 190,000	$ 1,351,000
Construction	11,000	-	300,000	597,000	1,150,000	-	2,047,000	2,058,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,172,000**	**$ 180,000**	**$ 305,000**	**$ 602,000**	**$ 1,150,000**	**$ -**	**$ 2,237,000**	**$ 3,409,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: 56th St to Carefree Hwy
Project No: 12562
Managing Dept: Transportation

Project Narrative

This purpose of this project is to install traffic signals for the traveling public so that congestion will be reduced and safety will be improved.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $340,000 with $10,000 expended through FY 2001-02. The FY 2002-03 budget is $330,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000	$ 300,000
Construction	10,000	30,000	-	-	-	-	30,000	40,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$10,000**	**$ 330,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 330,000**	**$ 340,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction tin accidents

% reduction in travel time

Project Title: 75th Ave: MC 85 to Van Buren
Project No: 68986
Managing Dept: Transportation

Project Narrative

This project will result in a 30% design for the reconstruction of 75th Avenue from two lanes to five lanes including a continuous left-turn lane. It also includes possible utility relocations and upgrades to the Southern Pacific Railroad crossing. The design concept report will minimize the costs of improving the road for Maricopa County citizens by finding the best possible alternatives for the road's design.

This design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $361,000 with $151,000 expended through FY 2001-02. The FY 2002-03 budget is $210,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 144,000	$ 210,000	$ -	$ -	$ -	$ -	$ -	$ 144,000
Construction	7000	-	-	-	-	-	-	7,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$151,000**	**$ 210,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 210,000**	**$ 361,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: 83rd Ave: Northern to Olive
Project No: 68972
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a project design to widen the road for the traveling public so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety. This project design will minimize the cost to Maricopa County citizens of improving the road by establishing a roadway structure that is smoother, safer and more economical to travel.

This project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $604,000 with $594,000 expended through FY 2001-02. The FY 2002-03 budget is $10,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$537,000	$10,000	$ -	$ -	$ -	$ -	$10,000	$547,000
Construction	57,000	-	-	-	-	-	-	57,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$594,000**	**$10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$10,000**	**$604,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: 87th Ave Channel: Deer Valley to Williams Rd
Project No: 68961
Managing Dept: Transportation

Project Narrative

The purpose of this project is to pave the road and make drainage improvements for the traveling public and area residents so that safety will be improved and dust problems will be reduced.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $930,000 with $70,000 expended through FY 2001-02. The FY 2002-03 budget is $10,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 70,000	$ 10,000	$ 107,000	$ 135,000	$ -	$ -	$ 252,000	$ 322,000
Construction	-	-	108,000	500,000	-	-	608,000	608,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$70,000**	**$ 10,000**	**$ 215,000**	**$ 635,000**	**$ -**	**$ -**	**$ 860,000**	**$ 930,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: 99th Ave: McDowell to Glendale
Project No: 68974
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report to add a continuous center-turn lane for the traveling public so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.3 million with $1.2 million expended through FY 2001-02. The FY 2002-03 budget is $100,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,256,000	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 1,356,000
Construction	2,000	-	-	-	-	-	-	2,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,258,000**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 1,358,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Alma School Rd: McLellan to McKellips
Project No: 68931
Managing Dept: Transportation

Project Narrative

This project will widen the south bridge over the Salt River on Alma School Road from McLellan Road to the North Bridge. This project will consist of an expansion and overhaul of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $2.7 million with $723,000 expended through FY 2001-02. The FY 2002-03 budget is $5,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 721,000	$ 5,000	$ 5,000	$ 24,000	$ -	$ -	$ 34,000	$ 755,000
Construction	2,000	-	-	1,972,000	-	-	1,972,000	1,974,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$723,000**	**$ 5,000**	**$ 5,000**	**$ 1,996,000**	**$ -**	**$ -**	**$ 2,006,000**	**$ 2,729,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: Alma School Rd: North Bridge Grade Control Structure
Project No: 80408
Managing Dept: Transportation

Project Narrative

The project will redesign the existing grade control structure, which is needed to protect the Alma School Road Bridge foundations from floodwater eroding the soil. This project will involve the replacement of an existing structure and, when complete, will enhance the safety of county citizens by reducing the risk of serious injury or death caused by the existing grade control structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.9 million with $221,000 expended through FY 2001-02. The FY 2002-03 budget is $5,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 220,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ -	$ 20,000	$ 240,000
Construction	1,000	-	-	2,597,000	1,083,000	-	3,680,000	3,681,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$221,000**	**$ 5,000**	**$ 5,000**	**$ 2,602,000**	**$ 1,088,000**	**$ -**	**$ 3,700,000**	**$ 3,921,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: AzTech Smart Corridors
Project No: 68989
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design an Intelligent Transportation System (ITS) "Smart Instrumentation" for 10 arterial corridors in one phase. The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV) and changeable message sign (CMS) and communications along the 10 smart corridors. This project will provide technological improvements to county roads for the traveling public so that congestion will be reduced and safety will be improved.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 10% from Highway User Revenue Funds (HURF) and 90% from Federal monies.

Project Cost Summary

The total budget for this project is $2.5 million with $431,000 expended through FY 2001-02. The FY 2002-03 budget is $825,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 53,000	$ 820,000	$ 1,180,000	$ -	$ -	$ -	$ 2,000,000	$ 2,053,000
Construction	378,000	5,000	15,000	-	-	-	20,000	398,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$431,000**	**$ 825,000**	**$ 1,195,000**	**$ -**	**$ -**	**$ -**	**$ 2,020,000**	**$ 2,451,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in accidents per intersection or roadway segment

Project Title: Bartlett Lake Rd: Cave Creek to Horseshoe
Project No: 68967
Managing Dept: Transportation

Project Narrative

This project is to prepare design plans that will realign the existing two-lane roadway and widen the pavement from 28 to 34 feet to provide two travel lanes with bicycle lanes. Additional improvements include passing lanes on segments with sustained grades, 25-year storm event drainage crossings, an elevated section with multiple box culverts at Camp Creek and widening of the intersection at Cave Creek Road. MCDOT will seek federal funds to assist in construction.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $704,000 with $679,000 expended through FY 2001-02. The FY 2002-03 budget is $25,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	660,000	25,000	$ -	$ -	$ -	$ -	$ -	$ 660,000
Construction	19000	-	-	-	-	-	-	19,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$679,000**	**$ 25,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25,000**	**$ 704,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Baseline Rd: 7th Ave to 43rd Ave
Project No: 68914
Managing Dept: Transportation

Project Narrative

The project will widen Baseline road from two lanes to four lanes plus a continuos left-turn lane, construction of a storm drain system and realignment of the 19th, 27th and 43rd Avenue intersections. Construction is currently in progress and is planned for completion in FY 2002-03.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $26.6 million with $26.5 million expended through FY 2001-02. The FY 2002-03 budget is $20,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 17,709,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,709,000
Construction	8,876,000	20,000	-	-	-	-	20,000	8,896,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 26,585,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**	**$ 26,605,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: Bell Rd at R H Johnson
Project No: 69041
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design a dedicated right-turn lance and other safety improvements for the traveling public so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

This project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $175,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $85,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 80,000	$ 80,000	$ 10,000	$ -	$ -	$ 170,000	$ 170,000
Construction	-	5,000	-	-	-	-	5,000	5,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 85,000**	**$ 80,000**	**$ 10,000**	**$ -**	**$ -**	**$ 175,000**	**$ 175,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Brown Rd: Ellsworth to Crismon
Project No: 69044
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report for widening the road from two to four lanes for the traveling public so that right-of-way and roadway needs can be identified and planned and accurate cost estimates can be made for increasing the capacity and safety of the roadway. The design concept report will minimize the cost of improving the road for Maricopa County citizens by finding the best possible alternatives for the road's design.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $90,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $50,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 40,000	$ 40,000	$ -	$ -	$ -	$ 80,000	$ 80,000
Construction	-	10,000	-	-	-	-	10,000	10,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 50,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 90,000**	**$ 90,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Bush Hwy II: McKellips to McDowell
Project No: 68261
Managing Dept: Transportation

Project Narrative

The purpose of this project is to widen the road from four lanes to six lanes for the traveling public so that traffic congestion will be reduced. The project will result in the expansion and overhaul of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $717,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 717,000	$ -	$ -	$ -	$ 717,000	$ 717,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 717,000**	**$ -**	**$ -**	**$ -**	**$ 717,000**	**$ 717,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Camelback Rd: Litchfield to El Mirage
Project No: 68227
Managing Dept: Transportation

Project Narrative

The purpose of this project is to pay the remaining right-of-way condemnation costs from right-of-way purchased for the widening of the road for individuals who are still owed money for the condemnation actions so that the project can be finalized.

This Intergovernmental Agreement (IGA) was recommended by the MCDOT Transportation Improvement Program Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $8.1 million with $7.9 expended through FY 2001-02. The FY 2002-03 budget is $200,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 2,425,000	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000	$ 2,625,000
Construction	5,526,000	-	-	-	-	-	-	5,526,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 7,951,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ 8,151,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of land rights acquired by bid date within budget

Project Title: Cave Creek: Lone Mountain to Carefree Hwy
Project No: 68834
Managing Dept: Transportation

Project Narrative

The purpose of this project is to pay the City of Phoenix a portion of the money needed to add additional through lanes for the traveling public and the City of Phoenix so that the City of Phoenix can proceed with the project and congestion will be reduced. The City of Phoenix is responsible for the design and construction of this project. This project will involve the expansion and overhaul of an existing structure. To date, MCDOT has contributed $170,000 for design and $4,748,000 for construction.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 93% from Highway User Revenue Funds (HURF) and 7% from an IGA partner (City of Phoenix).

Project Cost Summary

The total budget for this project is $5.4 million with $5.3 million expended through FY 2001-02. The FY 2002-03 budget is $100,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 5,357,000	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 5,457,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 5,357,000**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 5,457,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Small Cities CDBG (CDAD) Assistance Program
Project No: 68872
Managing Dept: Transportation

Project Narrative

The purpose of this project is to provide transportation project funding to smaller cities and towns for the residents of the county, smaller cities and towns so that a seamless transportation system will exist between jurisdictions and help poorly funded towns to improve their transportation systems.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.1 million with $1.6 million expended through FY 2001-02. The FY 2002-03 budget is $300,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,675,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,500,000	$ 3,175,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,675,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 1,500,000**	**$ 3,175,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Chandler Blvd: West of Gilbert Rd
Project No: 69021
Managing Dept: Transportation

Project Narrative

This project will seek the purchase of right-of-way in a county island in the intersection of Chandler Boulevard and Gilbert Road. The right-of-way will be needed to complete full improvements to the intersection. The City of Chandler will construct the road improvements when right-of-way is obtained.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $723,000 with $693,000 expended through FY 2001-02. The FY 2002-03 budget is $30,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 693,000	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ 723,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$693,000**	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 723,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of land rights acquired by bid date within budget

Project Title: Chandler Heights Rd at Sanoki Wash
Project No: 69026
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a project design for building a five-lane bridge (68' wide) over Sanoki Wash, replacing the existing un-bridged (dip) crossing for the traveling public so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

This design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $170,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $170,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$170,000	$ -	$ -	$ -	$ -	$170,000	$170,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$170,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$170,000**	**$170,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Chandler Heights Rd: Culvert at Eastern Canal
Project No: 68975
Managing Dept: Transportation

Project Narrative

The purpose of this project is to replace the existing inadequate pipe with a wider box culvert to allow future widening of the road.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 92% from Highway User Revenue Funds (HURF) and 8% from an IGA partner.

Project Cost Summary

The total budget for this project is $254,000 with $31,000 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 31,000	$ -	$ -	$ -	$ 22,000	$ -	$ 22,000	$ 53,000
Construction	-	-	-	-	201,000	-	201,000	201,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 31,000**	**$ -**	**$ -**	**$ -**	**$ 223,000**	**$ -**	**$ 223,000**	**$ 254,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: Deer Valley Rd Bridge at New River
Project No: 68982
Managing Dept: Transportation

Project Narrative

The purpose of this project is to replace the existing two-lane dip crossing on Deer Valley Road at New River with a four-lane bridge for the traveling public so that road closures when the river is running will be reduced eliminating the need for drivers to find alternative routes. This project will enhance and enrich the travel opportunities of county citizens by providing a bridge that is safer and more economical to travel.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 52% from Highway User Revenue Funds (HURF) and 48% from an IGA partner.

Project Cost Summary

The total budget for this project is $6 million with $1.9 million expended through FY 2001-02. The FY 2002-03 budget is $4.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,376,000	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ 1,406,000
Construction	547,000	4,085,000	-	-	-	-	4,085,000	4,632,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,923,000**	**$ 4,115,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,115,000**	**$ 6,038,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in bridges classified as deficient

Project Title: Dysart Rd: Cactus to Greenway
Project No: 68968
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design safety and congestion reduction improvements for the intersection on Dysart Rd from Cactus to Greenway. Upon completion of the design phase, the Town of El Mirage will manage the construction of the intersection improvements.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $115,000 with $75,000 expended through FY 2001-02. The FY 2002-03 budget is $40,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$75,000	$40,000	$ -	$ -	$ -	$ -	$40,000	$115,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$75,000**	**$40,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$40,000**	**$115,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: El Mirage Rd: Beardsley to Loop 303
Project No: 68995
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design a new four-lane road and establish future roadway needs for the traveling public so that an effective roadway design will be developed. This project will result in the construction of a new four-lane road between Beardsley road and the future Loop 303 and includes intersection and drainage improvements.

This project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $2.5 million with $635,000 expended through FY 2001-02. The FY 2002-03 budget is $59,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 610,000	$ 44,000	$ 1,810,000	$ -	$ -	$ -	$ 1,854,000	$ 2,464,000
Construction	25,000	15,000	-	-	-	-	15,000	40,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$635,000**	**$ 59,000**	**$ 1,810,000**	**$ -**	**$ -**	**$ -**	**$ 1,869,000**	**$ 2,504,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: El Mirage Rd: Bell to Beardsley
Project No: 68993
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design a new four-lane road and establish future roadways needs so that an effective roadway design will be developed. This project will result in the construction of a new four-lane road to meet projected traffic demands. Signalization will also be installed on El Mirage at Beardsley Roads.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $873,000 with $598,000 expended through FY 2001-02. The FY 2002-03 budget is $255,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$575,000	$255,000	$20,000	$ -	$ -	$ -	$275,000	$850,000
Construction	23,000	-	-	-	-	-	-	23,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$598,000**	**$255,000**	**$20,000**	**$ -**	**$ -**	**$ -**	**$275,000**	**$873,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Elliot Rd: Val Vista to Green field
Project No: 68929
Managing Dept: Transportation

Project Narrative

This project will widen Elliot Road from two through-lanes to four. This project involves the expansion and overhaul of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $680,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 680,000	$ -	$ -	$ -	$ 680,000	$ 680,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 680,000**	**$ -**	**$ -**	**$ -**	**$ 680,000**	**$ 680,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: Ellsworth Rd: Germann to Baseline
Project No: 68927
Managing Dept: Transportation

Project Narrative

This project will reconstruct and widen the existing two-lane road to provide four travel lanes with a raised median. The west half of the roadway between Pecos Road and the Powerline Floodway will be constructed with a third travel lane in the southbound direction. Other improvements include box culverts, a storm drain system, landscaping and two fully signalized intersections (one at Elliot Road and one at Germann Road).

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 60% from Highway User Revenue Funds (HURF) and 49% from an IGA partner.

Project Cost Summary

The total budget for this project is $29 million with $8.2 million expended through FY 2001-02. The FY 2002-03 budget is $2.4 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 8,273,000	$ 985,000	$ 614,000	$ 594,000	$ -	$ -	$ 2,193,000	$ 10,466,000
Construction	1,000	1,450,000	8,160,000	9,010,000	-	-	18,620,000	18,621,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 8,274,000**	**$ 2,435,000**	**$ 8,774,000**	**$ 9,604,000**	**$ -**	**$ -**	**$ 20,813,000**	**$ 29,087,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: Ellsworth Rd: University to McLellan
Project No: 68902
Managing Dept: Transportation

Project Narrative

This project will reconstruct and widen the existing two-lane road to provide four travel lanes (two in each direction) with a raised center median. Selected segments fronting new residential development will be constructed with a third travel lane in either the north or southbound direction, ass appropriate. Additional improvements include a traffic signal at Brown Road, a storm drain system, street lighting, curb, gutter, sidewalk and landscaping. This will also reconstruct ¼ mile of Adobe Road.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 57% from Highway User Revenue Funds (HURF) and 43% from an IGA partner.

Project Cost Summary

The total budget for this project is $7.5 million with $1.1 million expended through FY 2001-02. The FY 2002-03 budget is $200,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,104,000	$ 200,000	$ 8,000	$ 10,000	$ -	$ -	$ 218,000	$ 1,322,000
Construction	-	-	2,059,000	4,139,000	-	-	6,198,000	6,198,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,104,000**	**$ 200,000**	**$ 2,067,000**	**$ 4,149,000**	**$ -**	**$ -**	**$ 6,416,000**	**$ 7,520,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Estrella Interim Loop 303(II)
Project No: 68840
Managing Dept: Transportation

Project Narrative

The purpose of this project is to build a new four-lane road from US 60 to Lake Pleasant Road with a bridge across the Agua Fria River for the traveling public and property owners along the proposed route so that traffic congestion will be reduced, property owners will have access to their properties and travel times will be reduced. This project involves the construction of a new structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 51% from Highway User Revenue Funds (HURF), 5% from an IGA partner and 44% from other sources.

Project Cost Summary

The total budget for this project is $40.5 million with $8.8 million expended through FY 2001-02. The FY 2002-03 budget is $18.2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 7,099,000	$ 468,000	$ 100,000	$ -	$ -	$ -	$ 568,000	$ 7,667,000
Construction	1,723,000	17,750,000	13,431,000	-	-	-	31,181,000	32,904,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 8,822,000**	**$ 18,218,000**	**$ 13,531,000**	**$ -**	**$ -**	**$ -**	**$ 31,749,000**	**$ 40,571,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Estrella Parkway: Yuma to McDowell
Project No: 68950
Managing Dept: Transportation

Project Narrative

This project involves the reconstruction of Estrella Parkway to a four-lane rural principal arterial section with a raised median and signalized intersections. Construction of this project will result in decreased congestion and traffic accidents and will improve roadway continuity.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 13% from Highway User Revenue Funds (HURF) and 87% from an IGA partner.

Project Cost Summary

The total budget for this project is $6.5 million with $2.1 million expended through FY 2001-02. The FY 2002-03 budget is $513,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 2,160,000	$ 80,000	$ 81,000	$ -	$ -	$ -	$ 161,000	$ 2,321,000
Construction	17,000	433,000	3,736,000	-	-	-	4,169,000	4,186,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 2,177,000**	**$ 513,000**	**$ 3,817,000**	**$ -**	**$ -**	**$ -**	**$ 4,330,000**	**$ 6,507,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement.

Project Title: GDACS: Geodetic Densification & Cadastral Surveys
Project No: 69012
Managing Dept: Transportation

Project Narrative

The purpose of this project is to provide more and better land survey points and a better overall land survey system in Maricopa County for county, city, town, state and private surveyors so that survey costs and the time required to complete land surveys is decreased. This project will enrich county citizens by reducing the cost of surveying properties including road projects.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 78% from Highway User Revenue Funds (HURF) and 22% from other sources.

Project Cost Summary

The total budget for this project is $8 million with $2 million expended through FY 2001-02. The FY 2002-03 budget is $2.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 594,000	$ 177,000	$ 176,000	$ 150,000	$ -	$ -	$ 503,000	$ 1,097,000
Construction	1,493,000	2,000,000	2,000,000	1,472,000	-	-	5,472,000	6,965,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 2,087,000**	**$ 2,177,000**	**$ 2,176,000**	**$ 1,622,000**	**$ -**	**$ -**	**$ 5,975,000**	**$ 8,062,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- By 2003, MCDOT will be the regional transportation authority, responsible and accountable for the development and operation of a regional transportation system, which is integrated with land use and the environment.
- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

% of transportation systems coordinated and managed in accordance to the approved (5-year plan) Regional Plan

Project Title: General Civil Engineering
Project No: 68888
Managing Dept: Transportation

Project Narrative

The purpose of this project is to reserve monies for hiring on-call civil engineering consultants for MCDOT project designers do that project designs won't be delayed due to the need for unforeseen civil engineering work. This project will enrich county citizens by reducing costly delays in projects.

This project was recommended by the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $8.8 million with $361,000 expended through FY 2001-02. The FY 2002-03 budget is $150,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$361,000	$150,000	$150,000	$1,150,000	$3,500,000	$3,500,000	$8,450,000	$8,811,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$361,000**	**$150,000**	**$150,000**	**$1,150,000**	**$3,500,000**	**$3,500,000**	**$8,450,000**	**$8,811,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of projects bid that were planned to be bid

Project Title: Gilbert Rd: McDowell to SR 87 w/ LWC
Project No: 68957-1
Managing Dept: Transportation

Project Narrative

This project will result in the widening of Gilbert Road from McDowell Road to Stare Route 87. The roadway is to be built to the "Road of Regional Significance" standard, which is seven lanes with a curbed median or continuous two way left-turn lane. This project includes a low-water crossing over the Salt River.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 90% from Highway User Revenue Funds (HURF), 4% from an IGA partner and 6% from Federal monies.

Project Cost Summary

The total budget for this project is $21.1 million with $7.7 million expended through FY 2001-02. The FY 2002-03 budget is $6.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 7,168,000	$ 565,000	$ 185,000	$ -	$ -	$ 1,200,000	$ 1,950,000	$ 9,118,000
Construction	577,000	5,600,000	5,870,000	-	-	-	11,470,000	12,047,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 7,745,000**	**$ 6,165,000**	**$ 6,055,000**	**$ -**	**$ -**	**$ 1,200,000**	**$ 13,420,000**	**$ 21,165,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Gilbert Rd: Pecos to Williams Field
Project No: 68983
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report to study the widening of the road for project designers and the traveling public so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $138,000 with $118,000 expended through FY 2001-02. The FY 2002-03 budget is $10,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$118,000	$10,000	$10,000	$ -	$ -	$ -	$20,000	$138,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$118,000**	**$10,000**	**$10,000**	**$ -**	**$ -**	**$ -**	**$20,000**	**$138,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Gilbert Rd: Warner to Water Tank
Project No: 69043
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report to study the widening of the road for project designers and the traveling public so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $50,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $25,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 25,000	$ 25,000	$ -	$ -	$ -	$ 50,000	$ 50,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 25,000**	**$ 25,000**	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 50,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Gilbert Rd: Williams Field to Ray
Project No: 68956
Managing Dept: Transportation

Project Narrative

This is a project to improve Gilbert Road to the Town of Gilbert standards. The Town of Gilbert is the lead agency. Maricopa County will participate under an intergovernmental agreement (IGA). Participation will be financial and costs will be those that would equate to MCDOT standard improvements. This project will result in the widening of the road to six through-lanes with a continuous center-turn lane.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $2.3 million with $129,000 expended through FY 2001-02. The FY 2002-03 budget is $2.2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 129,000	$ 2,214,000	$ 5,000	$ -	$ -	$ -	$ 2,219,000	$ 2,348,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$129,000**	**$ 2,214,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ 2,219,000**	**$ 2,348,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of project expenditures that MCDOT saved through partnerships

Project Title: Jackrabbit Tr: Yuma to Thomas
Project No: 69039
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report to study the need to widen the road for project designers and the traveling public so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $620,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $420,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 400,000	$ 200,000	$ -	$ -	$ -	$ 600,000	$ 600,000
Construction	-	20,000	-	-	-	-	20,000	20,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 420,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 620,000**	**$ 620,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Laveen Area Conveyance Channel
Project No: 69036
Managing Dept: Transportation

Project Narrative

The purpose of this project is to correct drainage problems at 51st Avenue and Baseline Road. This is a joint project through an intergovernmental agreement (IGA) with the Flood Control District.

Construction of this project was recommended by the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1 million with $500,000 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 500,000	$ -	$ 500,000	$ -	$ -	$ -	$ 500,000	$ 1,000,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$500,000**	**$ -**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ 500,000**	**$ 1,000,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of project expenditures that MCDOT saved through partnerships

Project Title: Lindsay Rd: Williams Field to Ray Rd
Project No: 68997
Managing Dept: Transportation

Project Narrative

This project will construct a five-lane section to ease congestion and increase traffic safety. This project involves the expansion and overhaul of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $2.6 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ 2,600,000	$ -	$ -	$ 2,600,000	$ 2,600,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ 2,600,000**	**$ -**	**$ -**	**$ 2,600,000**	**$ 2,600,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Loop 303 Intersection Improvements
Project No: 69030
Managing Dept: Transportation

Project Narrative

This project will provide improvements to the intersections of Loop 303 with Indian School Road, Northern Avenue and Olive Avenue. The approaches at the intersections will be widened to accommodate left turn lanes on both the 303 and the intersecting roadways and traffic signals. Intersection lighting will also be provided. This project involves the expansion and overhaul of an existing project.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 13% from Highway User Revenue Funds (HURF) and 87% from an IGA partner.

Project Cost Summary

The total budget for this project is $1.6 million with $1.6 million expended through FY 2001-02. The FY 2002-03 budget is $5,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 442,000	$ 5,000	$ -	$ -	$ -	$ -	$ 5,000	$ 447,000
Construction	1,200,000	-	-	-	-	-	-	1,200,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,642,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 1,647,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in accidents per intersection or roadway segment

Project Title: Loop 303: Indian School to Clearview
Project No: 69016
Managing Dept: Transportation

Project Narrative

This purpose of this project is to prepare a design concept report to establish design parameters for the construction of an interim four lane divided highway as the first phase of the ultimate six lane divided urban freeway.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.6 million with $1.2 million expended through FY 2001-02. The FY 2002-03 budget is $450,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,245,500	$ 450,000	$ -	$ -	$ -	$ -	$ 450,000	$ 1,695,500
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,245,500**	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**	**$ 1,695,500**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Loop 303: McDowell to ¾ mi. N. of Thomas
Project No: 68965
Managing Dept: Transportation

Project Narrative

This project will extend Loop 303 south from its current termini at Thomas Road to McDowell Road at Cotton Lane. The improvement will construct four lanes and eliminate the two 90 degree turns currently required to access or exit Loop 303. Cotton Lane south of Thomas Road will be reconfigured to a cul-de-sac. This project involves the replacement of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 58% from Highway User Revenue Funds (HURF), 34% from an IGA partner and 8% from other sources.

Project Cost Summary

The total budget for this project is $4.2 million with $924,000 expended through FY 2001-02. The FY 2002-03 budget is $3.2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 518,000	$ 40,000	$ 5,000	$ -	$ -	$ -	$ 45,000	$ 563,000
Construction	406,000	3,250,000	-	-	-	-	3,250,000	3,656,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$924,000**	**$ 3,290,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ 3,295,000**	**$ 4,219,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: MC 85 at Agua Fria/Bridge Scour
Project No: 68933
Managing Dept: Transportation

Project Narrative

The purpose of this project is to provide 100-year scour protection for the existing bridge to prevent damage during severe flooding. This project will result in increased safety and a reduction in the chances of the bridge falling during flood events.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 59% from Highway User Revenue Funds (HURF) and 41% from Federal monies.

Project Cost Summary

The total budget for this project is $4.1 million with $35,000 expended through FY 2001-02. The FY 2002-03 budget is $1.7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 30,000	$ 15,000	$ 5,000	$ 167,000	$ -	$ -	$ 187,000	$ 217,000
Construction	5,000	1,725,000	-	2,245,000	-	-	3,970,000	3,975,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 35,000**	**$ 1,740,000**	**$ 5,000**	**$ 2,412,000**	**$ -**	**$ -**	**$ 4,157,000**	**$ 4,192,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in bridges classified in deficient

Project Title: MC 85 at Avondale Wash
Project No: 68820
Managing Dept: Transportation

Project Narrative

The purpose of this project is to replace the insufficient bridge with a new, wider bridge. This project will result in increased safety and a reduction in the chances of the bridge falling during flood events

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 60% from Highway User Revenue Funds (HURF) and 40% from Federal monies.

Project Cost Summary

The total budget for this project is $453,000 with $328,000 expended through FY 2001-02. The FY 2002-03 budget is $125,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 131,000	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000	$ 156,000
Construction	197,000	100,000	-	-	-	-	100,000	297,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$328,000**	**$ 125,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 125,000**	**$ 453,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in bridges classified as deficient

Project Title: MC 85: Airport to Jackrabbit Tr
Project No: 69040
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design the project to 30% plans for MCDOT roadway designers and decision-makers so that an effective roadway design will be developed.

The project design process was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $190,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $105,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 85,000	$ 85,000	$ -	$ -	$ -	$ 170,000	$ 170,000
Construction	-	20,000	-	-	-	-	20,000	20,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 105,000**	**$ 85,000**	**$ -**	**$ -**	**$ -**	**$ 190,000**	**$ 190,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: MC 85: Cotton Lane to Estrella Pkwy
Project No: 68960
Managing Dept: Transportation

Project Narrative

This project will result in the widening of the MC 85 from a two-lane arterial roadway to four lanes with a continuous left-turn lane and bike lane. This project involves the expansion of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 73% from Highway User Revenue Funds (HURF) and 27% from an IGA partner.

Project Cost Summary

The total budget for this project is $6.4 million with $659,000 expended through FY 2001-02. The FY 2002-03 budget is $725,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 589,000	$ 725,000	$ 10,000	$ 100,000	$ 30,000	$ -	$ 865,000	$ 1,454,000
Construction	70,000	-	700,000	3,125,000	1,060,000	-	4,885,000	4,955,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$659,000**	**$ 725,000**	**$ 710,000**	**$ 3,225,000**	**$ 1,090,000**	**$ -**	**$ 5,750,000**	**$ 6,409,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: MC 85: El Mirage to 115th Ave
Project No: 69042
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report for MCDOT roadway designers and decision-makers so that right-of-way needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $90,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $50,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 40,000	$ 40,000	$ -	$ -	$ -	$ 80,000	$ 80,000
Construction	-	10,000	-	-	-	-	10,000	10,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 50,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 90,000**	**$ 90,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: MC 85: Estrella Pkwy to Litchfield
Project No: 68959
Managing Dept: Transportation

Project Narrative

This project will result in the widening of the road from two to four lanes with a continuous left-turn lane.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 83% from Highway User Revenue Funds (HURF) and 17% from an IGA partner.

Project Cost Summary

The total budget for this project is $3.9 million with $1.7 million expended through FY 2001-02. The FY 2002-03 budget is $70,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,146,000	$ 70,000	$ 60,000	$ -	$ -	$ -	$ 130,000	$ 1,276,000
Construction	24,000	-	2,613,000	-	-	-	2,613,000	2,637,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,170,000**	**$ 70,000**	**$ 2,673,000**	**$ -**	**$ -**	**$ -**	**$ 2,743,000**	**$ 3,913,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: MC 85: 107th Ave to 91st Ave
Project No: 69024
Managing Dept: Transportation

Project Narrative

This project will see the preparation of a design to the 30% plan stage to establish design parameters for the eventual construction of a four-lane roadway with a raised center median.

The project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $70,000 with $0 million expended through FY 2001-02. The FY 2002-03 budget is $70,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 70,000	$ -	$ -	$ -	$ -	$ 70,000	$ 70,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 70,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 70,000**	**$ 70,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: MC 85: 91st Ave to 75th Ave
Project No: 69025
Managing Dept: Transportation

Project Narrative

The project will see the preparation of a design to the 30% plan stage for the eventual construction of a four-lane roadway with a raised center median.

The project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $400,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $200,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 200,000	$ 200,000	$ -	$ -	$ -	$ 400,000	$ 400,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 400,000**	**$ 400,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: McDowell Mountain Rd: Shoulders Widening
Project No: 69007
Managing Dept: Transportation

Project Narrative

This project consists of widening the existing pavement by five feet on each side of the roadway from Fountain Hills City Limits to Forest Road.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.3 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $50,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 50,000	$ 30,000	$ 10,000	$ 105,320	$ -	$ 195,320	$ 195,320
Construction	-	-	-	-	942,864	-	942,864	942,864
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 50,000**	**$ 30,000**	**$ 10,000**	**$ 1,048,184**	**$ -**	**$ 1,138,184**	**$ 1,138,184**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: McDowell Rd: Pima Fwy to Alma School
Project No: 68897
Managing Dept: Transportation

Project Narrative

This project will result in the reconstruction of McDowell Road with four through-lanes and a continuous center-lane. As part of the project, the Salt River Pima Maricopa Indian Community will install a sanitary sewer.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 93% from Highway User Revenue Funds (HURF) and 7% from an IGA partner.

Project Cost Summary

The total budget for this project is $11 million with $3.3 million expended through FY 2001-02. The FY 2002-03 budget is $5.7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 2,020,000	$ 20,000	$ 40,000	$ -	$ -	$ -	$ 60,000	$ 2,080,000
Construction	1,342,000	5,758,000	1,848,000	-	-	-	7,606,000	8,948,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 3,362,000**	**$ 5,778,000**	**$ 1,888,000**	**$ -**	**$ -**	**$ -**	**$ 7,666,000**	**$ 11,028,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: McQueen Rd: Queen Creek to Pecos
Project No: 68949
Managing Dept: Transportation

Project Narrative

This project will result in the reconstruction and widening of the existing road from two to four travel lanes and provide a flush median.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 73% from Highway User Revenue Funds (HURF) and 27% from an IGA partner.

Project Cost Summary

The total budget for this project is $11.6 million with $341,000 expended through FY 2001-02. The FY 2002-03 budget is $50,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 338,000	$ 50,000	$ 1,023,000	$ 30,000	$ 50,000	$ -	$ 1,153,000	$ 1,491,000
Construction	3,000	-	-	500,000	9,660,000	-	10,160,000	10,163,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$341,000**	**$ 50,000**	**$ 1,023,000**	**$ 530,000**	**$ 9,710,000**	**$ -**	**$ 11,313,000**	**$ 11,654,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Northeast Maintenance Facility
Project No: 68895
Managing Dept: Transportation

Project Narrative

The purpose of this project is to purchase property for the new Northeast Maintenance facility.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $2.4 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ 1,000,000	$ 1,400,000	$ -	$ 2,400,000	$ 2,400,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 1,400,000**	**$ -**	**$ 2,400,000**	**$ 2,400,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of road mileage with pavement condition rating of “good” or better

Project Title: Northern Ave: 95th Ave to 71st Ave
Project No: 68915
Managing Dept: Transportation

Project Narrative

This project will result in the construction of five travel lanes, including a continuous left turn lane with curb and gutter, and storm drains.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 64% from Highway User Revenue Funds (HURF) and 36% from an IGA partner.

Project Cost Summary

The total budget for this project is $14.4 million with $14.4 million expended through FY 2001-02. The FY 2002-03 budget is $4,500.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,990,000	$ 4,500	$ -	$ -	$ -	$ -	$ 4,500	$ 1,994,500
Construction	12,432,000	-	-	-	-	-	-	12,432,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 14,422,000**	**$ 4,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,500**	**$ 14,426,500**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Ocotillo: EOM to Palo Verde
Project No: 68987
Managing Dept: Transportation

Project Narrative

This project is currently programmed for a design concept report only. If constructed, this project would place a penetration and double chip seal on approved road base, provide roadside ditches and post a 25 mph speed limit sign. The project will reduce dust and increase pedestrian travel safety. Potential exists for the project to be handled as a Special Improvement District.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $174,000 with $152,000 expended through FY 2001-02. The FY 2002-03 budget is $22,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$152,000	$17,000	$ -	$ -	$ -	$ -	$17,000	$169,000
Construction	-	5,000	-	-	-	-	5,000	5,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$152,000**	**$22,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$22,000**	**$174,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Ocotillo Rd: Basha to Arizona Ave
Project No: 68988
Managing Dept: Transportation

Project Narrative

This project is to prepare design plans to widen the existing two lane road to provide four travel lanes (two in each direction) with a raised center median. Additional improvements include a storm drain system with linear retention basins and widening of the intersection at Basha Road to enhance safety and capacity.

The design of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $139,000 with $99,000 expended through FY 2001-02. The FY 2002-03 budget is $40,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 99,000	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000	$ 139,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$99,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 40,000**	**$ 139,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Old US 80 at Hassayampa/Scour
Project No: 68934
Managing Dept: Transportation

Project Narrative

The purpose of this project is to provide 100-year scour protection for the bridge to prevent damage during severe flooding. This project involves the overhaul of an existing structure.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.4 million with $131,000 expended through FY 2001-02. The FY 2002-03 budget is $6,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 84,000	$ 6,000	$ 5,000	$ 72,000	$ -	$ -	$ 83,000	$ 167,000
Construction	47,000	-	-	1,243,000	-	-	1,243,000	1,290,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$131,000**	**$ 6,000**	**$ 5,000**	**$ 1,315,000**	**$ -**	**$ -**	**$ 1,326,000**	**$ 1,457,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in bridges classified as deficient

Project Title: Pinnacle Peak Rd: Lake Pleasant to 83rd Ave
Project No: 69045
Managing Dept: Transportation

Project Narrative

The purpose of this project is to develop a design concept report so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

The design concept report was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $150,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $75,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 75,000	$ 75,000	$ -	$ -	$ -	$ 150,000	$ 150,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 75,000**	**$ 75,000**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 150,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: PM 10 Program
Project No: 16200
Managing Dept: Transportation

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

The design of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $10.5 million with $163,000 expended through FY 2001-02. The FY 2002-03 budget is $700,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$163,000	$200,000	$ 200,000	$ 200,000	$ 150,000	$150,000	$ 900,000	$ 1,063,000
Construction	-	500,000	3,000,000	3,000,000	3,000,000	-	9,500,000	9,500,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$163,000**	**$700,000**	**$3,200,000**	**$3,200,000**	**$3,150,000**	**$150,000**	**$10,400,000**	**$10,563,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in NE Area (Grp 1)
Project No: 16205
Managing Dept: Transportation

Project Narrative

This project consists of portions of 7th Avenue, 11th Avenue, 12th Street, 16th Street, Irvine Road, Old Mine Road and Saddle Mountain Road. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.2 million with $312,000 expended through FY 2001-02. The FY 2002-03 budget is $910,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 309,000	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000	$ 349,000
Construction	3,000	870,000	-	-	-	-	870,000	873,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 312,000**	**$ 910,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 910,000**	**$ 1,222,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in NE Area (Grp 2)
Project No: 16206
Managing Dept: Transportation

Project Narrative

This project consists of portions of 3rd Street, 10th Street, 12th Street, 49th Street, 42nd Street, 44th Street and Galvin Street. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.1 million with $274,000 expended through FY 2001-02. The FY 2002-03 budget is $905,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 271,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 271,000
Construction	3,000	905,000	-	-	-	-	905,000	908,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$274,000**	**$ 905,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 905,000**	**$ 1,179,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in NE Area (Grp 3)
Project No: 16207
Managing Dept: Transportation

Project Narrative

This project consists of portions of 53rd Street, Ashler Hills Drive, Dale Lane, Forest Pleasant and Pinnacle Vista. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.5 million with $371,000 expended through FY 2001-02. The FY 2002-03 budget is $1.2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 365,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 375,000
Construction	6,000	1,203,634	-	-	-	-	1,203,634	1,209,634
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$371,000**	**$ 1,213,634**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,213,634**	**$ 1,584,634**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 3) in NE Area
Project No: 16208
Managing Dept: Transportation

Project Narrative

This project consists of portions of 87th Avenue, Bullard Avenue and Circle Mountain Road. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $3 million with $550,000 expended through FY 2001-02. The FY 2002-03 budget is $2.4 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 550,000	$ 5,000	$ -	$ -	$ -	$ -	$ 5,000	$ 555,000
Construction	-	2,488,992	-	-	-	-	2,488,992	2,488,992
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$550,000**	**$ 2,493,992**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,493,992**	**$ 3,043,992**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in NW Area (Grp 1)
Project No: 16209
Managing Dept: Transportation

Project Narrative

This project consists of portions of 87th Avenue, 192nd Avenue, Crozier Road, Dixileta Drive, Dove Valley Road and Norwich Drive. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.5 million with $245,000 expended through FY 2001-02. The FY 2002-03 budget is $1.3 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 245,000	$ 5,000	$ -	$ -	$ -	$ -	$ 5,000	$ 250,000
Construction	-	1,341,579	-	-	-	-	1,341,579	1,341,579
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$245,000**	**$ 1,346,579**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,346,579**	**$ 1,591,579**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in NW Area (Grp 2)
Project No: 16210
Managing Dept: Transportation

Project Narrative

This project consists of portions of 88th Avenue and 89th Avenue. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.4 million with $235,000 expended through FY 2001-02. The FY 2002-03 budget is $1.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 228,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 238,000
Construction	7,000	1,167,806	-	-	-	-	1,167,806	1,174,806
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$235,000**	**$ 1,177,806**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,177,806**	**$ 1,412,806**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in SW Area
Project No: 16212
Managing Dept: Transportation

Project Narrative

This project consists of portions of 47th Avenue, 133rd Avenue, 175th Avenue, 177th Avenue, Carver Road, Cheyenne Road, Durango Street, Olney Avenue and Telegram Path. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.4 million with $292,000 expended through FY 2001-02. The FY 2002-03 budget is $1.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 292,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 292,000
Construction	-	1,165,000	-	-	-	-	1,165,000	1,165,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$292,000**	**$ 1,165,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,165,000**	**$ 1,457,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 2) in SE Area
Project No: 16213
Managing Dept: Transportation

Project Narrative

This project consists of portions of 78th Street, 96th Way, 102nd Street, 110th Street, 154th Street, Boise Street, Boulder Drive, Brooks Farm Road, Decatur Street, Jarvis Street and Malcom Drive. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.1 million with $294,000 expended through FY 2001-02. The FY 2002-03 budget is $904,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 289,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ 299,000
Construction	5,000	894,000	-	-	-	-	894,000	899,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$294,000**	**$ 904,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 904,000**	**$ 1,198,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 3) in SE Area
Project No: 16214
Managing Dept: Transportation

Project Narrative

This project consists of portions of 77th Place, 78th Street, 82nd Street, 95th Street, Culver Street, Hermosa Vista Drive, Jensen Street, Melody Drive, Quarterline Road and Range Rider. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $2.3 million with $376,000 expended through FY 2001-02. The FY 2002-03 budget is $2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 376,000	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000	$ 396,000
Construction	-	1,997,000	-	-	-	-	1,997,000	1,997,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$376,000**	**$ 2,017,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,017,000**	**$ 2,393,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: PM 10 Roads (Ph 3) in SW Area
Project No: 16215
Managing Dept: Transportation

Project Narrative

This project consists of portions of Acoma and Elliot Road. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF) and 38% federal monies.

Project Cost Summary

The total budget for this project is $1 million with $271,000 expended through FY 2001-02. The FY 2002-03 budget is $820,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 271,000	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ 301,000
Construction	-	790,000	-	-	-	-	790,000	790,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$271,000**	**$ 820,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 820,000**	**$ 1,091,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Power Road Bridge at Queen Creek Wash
Project No: 68976
Managing Dept: Transportation

Project Narrative

This project will result in the replacement of an existing, structurally deficient, scour critical bridge with a new six-lane structure to accommodate an urban principal arterial roadway.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 9% from Highway User Revenue Funds (HURF), 32% from an IGA partner and 59% from federal monies.

Project Cost Summary

The total budget for this project is $3.5 million with $1.9 million expended through FY 2001-02. The FY 2002-03 budget is $1.5 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 774,000	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000	$ 834,000
Construction	1,220,000	1,450,000	-	-	-	-	1,450,000	2,670,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,994,000**	**$ 1,510,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,510,000**	**$ 3,504,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in bridges classified as deficient

Project Title: Power Rd: Guadalupe to Baseline
Project No: 68969
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design the roadway improvements for MCDOT roadway designers and decision-makers so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

The project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.07 million with $1.06 million expended through FY 2001-02. The FY 2002-03 budget is $5,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 741,000	$ 5,000	$ 5,000	$ 5,000	$ -	$ -	$ 15,000	$ 756,000
Construction	321,000	-	-	-	-	-	-	321,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 1,062,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ -**	**$ -**	**$ 15,000**	**$ 1,077,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Power Rd: Williams Field to Ray
Project No: 69038
Managing Dept: Transportation

Project Narrative

The purpose of this project is to design the roadway improvements for MCDOT roadway designers and decision-makers so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

The project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $210,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $150,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 130,000	$ 60,000	$ -	$ -	$ -	$ 190,000	$ 190,000
Construction	-	20,000	-	-	-	-	20,000	20,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 150,000**	**$ 60,000**	**$ -**	**$ -**	**$ -**	**$ 210,000**	**$ 210,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: General Civil Engineering
Project No: 68884
Managing Dept: Transportation

Project Narrative

The purpose of this project is to reserve monies for developing planning studies for projects for MCDOT roadway designers and decision-makers so that deficient roads can be identified and studied, and sufficient information is developed to make further project development decisions.

This project design was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $8.8 million with $361,000 expended through FY 2001-02. The FY 2002-03 budget is $150,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 361,000	$ 150,000	$ 150,000	$ 1,150,000	$ 3,500,000	$ 3,500,000	$ 8,450,000	$ 8,811,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$361,000**	**$ 150,000**	**$ 150,000**	**$ 1,150,000**	**$ 3,500,000**	**$ 3,500,000**	**$ 8,450,000**	**$ 8,811,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% dollar value of investments with benefit-cost ratios greater than 2.0
% dollar value of investments that meet safety, congestion, regulatory and/or other established criteria

Project Title: Project Reserves
Project No: 69998
Managing Dept: Transportation

Project Narrative

The purpose of this project is to reserve monies to cover project costs increases so that county citizens receive new and improved roads on schedule.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The 5-year budget for this project is $72.7million. The FY 2002-03 budget is $5.7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	-	-	-	-	-	-	-
Other Costs	-	5,713,232	3,000,000	5,000,000	14,000,000	45,000,000	72,713,232	72,713,232
Project Total	**$ -**	**$ 5,713,232**	**$ 3,000,000**	**$ 5,000,000**	**$ 14,000,000**	**$ 45,000,000**	**$ 72,713,232**	**$ 72,713,232**

Operating Cost Summary

Not applicable.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of architectural and engineering contracts delivered within 100 calendar days from date of initiation

Project Title: Property Management on Prior Years CIP Projects
Project No: 69022
Managing Dept: Transportation

Project Narrative

The purpose of this project is to pay for land acquisition related expenses that occurred in previous fiscal years so that prior fiscal year contractual debts are paid.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $410,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $130,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$130,000	$130,000	$50,000	$50,000	$50,000	$410,000	$410,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$130,000**	**$130,000**	**$50,000**	**$50,000**	**$50,000**	**$410,000**	**$410,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of land rights acquired by bid date within budget

Project Title: Queen Creek Rd: Culvert at Eastern Canal
Project No: 68962
Managing Dept: Transportation

Project Narrative

This project will replace the existing inadequate pipe with a box culvert to allow future widening of the road and increase the water flow capacity of the RWCD Canal (Eastern Canal)

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $334,000 with $74,000 expended through FY 2001-02. The FY 2002-03 budget is $10,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 67,000	$ 10,000	$ 230,000	$ -	$ -	$ -	$ 240,000	$ 307,000
Construction	7,000	-	20,000	-	-	-	20,000	27,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$74,000**	**$ 10,000**	**$ 250,000**	**$ -**	**$ -**	**$ -**	**$ 260,000**	**$ 334,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% reduction in bridges classified as deficient

Project Title: Queen Creek Rd: Arizona Avenue to McQueen
Project No: 68966
Managing Dept: Transportation

Project Narrative

This project will result in the widening of Queen Creek Road from four to six lanes.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 43% from Highway User Revenue Funds (HURF) and 57% from an IGA partner.

Project Cost Summary

The total budget for this project is $8.4 million with $540,000 expended through FY 2001-02. The FY 2002-03 budget is $5,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$527,000	$ 5,000	$826,000	$ 5,000	$ 362,000	$ -	$1,198,000	$1,725,000
Construction	13,000	-	-	3,500,000	3,162,000	-	6,662,000	6,675,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$540,000**	**$ 5,000**	**$826,000**	**$3,505,000**	**$3,524,000**	**$ -**	**$7,860,000**	**$8,400,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Previous Year's Projects
Project No: 68719
Managing Dept: Transportation

Project Narrative

The purpose of this project is to pay for project related expenses that occurred in the previous fiscal year so that prior year contractual debts are paid. This includes utility relocations, right-of-way and construction backcharges.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.7 million with $14,000 expended through FY 2001-02. The FY 2002-03 budget is $350,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	14,000	350,000	350,000	350,000	350,000	350,000	1,750,000	1,764,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$14,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$1,750,000**	**$1,764,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of projects bid that were planned to be bid
% of lane miles delivered that were approved for improvement

Project Title: R.O.W. In-fill on Road Inventory System
Project No: 69010
Managing Dept: Transportation

Project Narrative

The purpose of this project is to obtain fee title on existing roads so that the traveling public has continued access to the existing roadway system.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $24.9 million with $7.6 million expended through FY 2001-02. The FY 2002-03 budget is $3.2 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 7,653,000	$ 3,292,000	$ 3,000,000	$ 1,000,000	$ 5,000,000	$ 5,000,000	$ 17,292,000	$ 24,945,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 7,653,000**	**$ 3,292,000**	**$ 3,000,000**	**$ 1,000,000**	**$ 5,000,000**	**$ 5,000,000**	**$ 17,292,000**	**$ 24,945,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of land rights acquired by bid date within budget

Project Title: Ray Rd: Lindsay to Greenfield
Project No: 68919
Managing Dept: Transportation

Project Narrative

This project will result in the widening of the roadway from two to four lanes.

The construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $550,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 550,000	$ -	$ -	$ -	$ 550,000	$ 550,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 550,000**	**$ -**	**$ -**	**$ -**	**$ 550,000**	**$ 550,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Riggs Rd: Arizona Ave to Gilbert Rd
Project No: 68998
Managing Dept: Transportation

Project Narrative

This project will result in the widening of Riggs Road from two to six lanes. The City of Chandler is the lead agency on this project.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner (City of Chandler).

Project Cost Summary

The total budget for this project is $4.5 million with $0 expended through FY 2001-02. Total project expenditures are scheduled for FY 2003-04.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 4,500,000	$ -	$ -	$ -	$ 4,500,000	$ 4,500,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 4,500,000**	**$ -**	**$ -**	**$ -**	**$ 4,500,000**	**$ 4,500,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of project expenditures that MCDOT saved through partnerships

Project Title: Riggs Rd: I-10 to Price
Project No: 68450-2
Managing Dept: Transportation

Project Narrative

This project will result in the widening of the existing two-lane roadway to include two travel lanes in each direction with a continuous left-turn lane.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $2 million with $303,000 expended through FY 2001-02. The FY 2002-03 budget is $925,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 302,000	$ 10,000	$ 20,000	$ -	$ -	$ -	$ 30,000	$ 332,000
Construction	1,000	915,000	810,000	-	-	-	1,725,000	1,726,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$303,000**	**$ 925,000**	**$ 830,000**	**$ -**	**$ -**	**$ -**	**$ 1,755,000**	**$ 2,058,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Signal Modernization
Project No: 69033
Managing Dept: Transportation

Project Narrative

The purpose of this project is to upgrade the software and hardware on county traffic signals so that there will be a more efficient flow of traffic and a reduction in travel costs.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.3 million with $750,000 expended through FY 2001-02. The FY 2002-03 budget is $55,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	750,000	550,000	-	-	-	-	550,000	1,300,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$750,000**	**$ 550,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 550,000**	**$ 1,300,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of travel delays minimized

Project Title: Special Projects
Project No: 99999
Managing Dept: Transportation

Project Narrative

The purpose of this project is to reserve monies for special needs projects recommended by Transportation Advisory Board (TAB) members so that MCDOT can take advantage of project and cost-sharing opportunities that may not be available in the future.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $5 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	-	-	-	-	-	-	-
Other Costs	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
Project Total	**$ -**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 5,000,000**	**$ 5,000,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Tuthill Rd at Gila River/Scour
Project No: 68988
Managing Dept: Transportation

Project Narrative

This project will provide scour protection to the bridge to prevent damage during severe flooding. The initial cost of the scour protection was excessive for this two-lane bridge. Scour monitoring sensors will be installed and bridge replacement evaluated annually.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $342,000 with $92,000 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 92,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 92,000
Construction	-	-	-	250,000	-	-	250,000	250,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$92,000**	**$ -**	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ 250,000**	**$ 342,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Utility Locating (Pot-hole) Annual Contract
Project No: 68829
Managing Dept: Transportation

Project Narrative

The purpose of this project is to supply utility locating services for MCDOT project managers so that damages to unidentified utilities won't cause projects to be delayed or costs increased.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $267,000 with $17,000 expended through FY 2001-02. The FY 2002-03 budget is $50,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	17,000	50,000	50,000	50,000	50,000	50,000	250,000	267,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$17,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 250,000**	**$ 267,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Val Vista Dr: Ray to Warner
Project No: 68955
Managing Dept: Transportation

Project Narrative

This project will result in the widening of the roadway from four to six lanes.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $530,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 530,000	$ -	$ -	$ -	$ 530,000	$ 530,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 530,000**	**$ -**	**$ -**	**$ -**	**$ 530,000**	**$ 530,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Val Vista Dr: Riggs to ½ mi. south
Project No: 16096
Managing Dept: Transportation

Project Narrative

This project will grade, drain and pave the existing gravel road to provide a three-lane section, including one travel lane in each direction with a center left-turn lane) between San Tan Boulevard and Riggs Road.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $100,000 with $97,000 expended through FY 2001-02. The FY 2002-03 budget is $3,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 97,000	$ 3,000	$ -	$ -	$ -	$ -	$ 3,000	$ 100,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$97,000**	**$ 3,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,000**	**$ 100,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Warner Rd: Lindsay to Greenfield
Project No: 68404
Managing Dept: Transportation

Project Narrative

The project will result in the reconstruction and widening of Warner Road from four lanes to six lanes.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF) and 50% from an IGA partner.

Project Cost Summary

The total budget for this project is $530,000 with $0 expended through FY 2001-02. The FY 2002-03 budget is $0.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 530,000	$ -	$ -	$ -	$ 530,000	$ 530,000
Construction	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 530,000**	**$ -**	**$ -**	**$ -**	**$ 530,000**	**$ 530,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Warranted Traffic Improvements (as needed)
Project No: 68988
Managing Dept: Transportation

Project Narrative

The purpose of this project is to reserve money for safety projects that are immediately needed.

This project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.6 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $650,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	650,000	500,000	500,000	1,000,000	1,000,000	3,650,000	3,650,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 650,000**	**$ 500,000**	**$ 500,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 3,650,000**	**$ 3,650,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.

Key Performance Result Measure(s)

% reduction in accidents per intersection or roadway segment

Project Title: Williams Field at Higley
Project No: 68991
Managing Dept: Transportation

Project Narrative

This project will widen Williams Field Road at the Higley Road intersection and upgrade signals at the intersection. Also included will be the installation of curb on the south side of Williams Field Road to control parking in the vicinity of the intersection. The north side utilities will be relocated and a drainage basin will be installed to address intersection drainage issues.

Construction of this project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.3 million with $284,000 expended through FY 2001-02. The FY 2002-03 budget is $60,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$265,000	$60,000	$20,000	$ 64,000	$ -	$ -	$ 144,000	$ 409,000
Construction	19,000	-	-	932,000	-	-	932,000	951,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$284,000**	**$60,000**	**$20,000**	**$996,000**	**$ -**	**$ -**	**$1,076,000**	**$1,360,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Project Title: Williams Field Rd: Gilbert to Lindsay
Project No: 68985
Managing Dept: Transportation

Project Narrative

This is a design project to reconstruct and widen the existing four lane roadway to provide either six travel lanes with raised center median or four travel lanes with raised center median and a frontage road in each direction. Additional improvements include curb, gutter, sidewalk, a storm drain system, widening of the Eastern Canal Bridge and a traffic signal at the Lindsay Road intersection.

This design project was recommended by the MCDOT Transportation Improvement Program Review Committee, the MCDOT Project Review Committee and the Maricopa County Transportation Advisory Board.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $650,000 with $105,000 expended through FY 2001-02. The FY 2002-03 budget is $45,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$105,000	$35,000	$20,000	$20,000	$440,000	$20,000	$535,000	$640,000
Construction	-	10,000	-	-	-	-	10,000	10,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$105,000**	**$45,000**	**$20,000**	**$20,000**	**$440,000**	**$20,000**	**$545,000**	**$650,000**

Operating Cost Summary

Operating and transition costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

- MCDOT will increase safety and capacity of the existing transportation system, while reducing congestion through the development of regional congestion mitigation strategies.
- MCDOT will reduce Maricopa County's documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.

Key Performance Result Measure(s)

% of lane miles delivered that were approved for improvement

Special Districts - Flood Control District

Summary

As noted above, the Flood Control District employs a separate planning procedure than those utilized by the County at large. These include intergovernmental agency collaboration and prioritization based on an established list of ranking criteria for designated types of projects. The Flood Control District project ranking criteria include the following:

- Submitting agency priority
- Master Plan Element
- Hydrologic/hydraulic significance
- Level of protection
- Area protected
- Environmental quality
- Area-wide benefits
- Total projected cost
- Level of partner(s) participation
- Operational and maintenance costs
- Operational and maintenance responsibility

The Prioritization Procedure used by the Flood Control District is a multi-step decision process intended to implement previously approved fiscal policies from the District's Strategic Plan. Potential CIP projects are identified primarily through agency requests and/or the Area Drainage Master Studies/Area Drainage Master Plans (ADMS/ADMP), Flood plain Delineation of other District Programs.

As ADMPs are completed and adopted, it is anticipated that a significant number of future CIP project requests will be generated through this program. Input received annually concerning project priorities coming from these, or other plans, as well as other potential projects, will continue to be sought and prioritized on a County-wide basis using this procedure.

The Flood Control District utilizes its CIP prioritization procedure to limit future structural maintenance responsibility to only those projects that are multi-jurisdictional and regional in nature and involve main watercourses.

The Flood Control District's proposed CIP is consistent with the District's 10-year financial forecast.

Project Detail

A total of 27 capital projects are identified and recommended to the Board by the Flood Control District. The recommended projects are as follows:

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)
FLOOD CONTROL DISTRICT CAPITAL PROJECTS (Fund 990)							
FCD Operations	$ 420,000	$ 204,000	$ -	$ -	$ -	$ -	$ 204,000
Central Chandler Area Drainage System	2,042,000	448,000	3,010,000	-	-	-	3,458,000
Town Of Guadalupe	2,316,000	2,132,000	-	375,000	-	-	2,507,000
Dam Safety Project	1,516,000	1,677,000	1,100,000	1,150,000	1,500,000	5,000,000	10,427,000
Candidate Assessment Reports	55,000	155,000	100,000	100,000	100,000	100,000	555,000
South Phoenix Drainage Improvement	4,040,000	9,145,000	4,188,000	200,000	2,500,000	2,500,000	18,533,000
Paradise Valley, Scottsdale, Phoenix	20,000	105,000	225,000	3,000,000	-	-	3,330,000
East Maricopa Floodway	6,942,000	1,774,000	1,200,000	3,000,000	5,000,000	5,000,000	15,974,000
Salt River	10,000	125,000	-	-	-	-	125,000
Arlington Valley	10,000	55,000	1,200,000	-	-	-	1,255,000
Buckeye/ Sun Valley ADMP	480,000	1,180,000	1,100,000	-	-	-	2,280,000
Wittmann ADMP	567,000	1,135,000	488,000	-	-	-	1,623,000
Aguila ADMP	910,000	455,000	150,000	-	-	-	605,000
Skunk Creek	50,000	55,000	720,000	-	-	-	775,000
Skunk Creek / New River	310,000	400,000	1,650,000	6,000,000	-	-	8,050,000
Spook Hill ADMP	486,000	-	-	400,000	1,400,000	4,000,000	5,800,000
East Mesa ADMP	7,041,000	8,763,000	5,350,000	9,090,000	7,200,000	4,000,000	34,403,000
Glendale / Peoria ADMP	620,000	-	-	150,000	2,450,000	3,485,000	6,085,000
White Tanks ADMP	2,724,000	1,135,000	2,250,000	8,780,000	9,000,000	9,600,000	30,765,000
Queen Creek ADMP	105,000	1,965,000	1,000,000	1,000,000	4,700,000	4,000,000	12,665,000
Gilbert / Chandler ADMP	111,000	25,000	-	-	-	-	25,000
Higley ADMP	4,789,000	270,000	350,000	1,000,000	2,250,000	5,000,000	8,870,000
Adobe Dam ADMP	403,000	3,096,000	950,000	-	-	-	4,046,000
Durango ADMP	178,000	310,000	3,000,000	6,900,000	6,000,000	4,000,000	20,210,000
ACDC ADMP	-	5,804,000	6,600,000	-	-	-	12,404,000
Maryvale ADMP	2,123,000	7,039,000	12,090,000	4,515,000	8,400,000	5,250,000	37,294,000
Metro ADMP	-	180,000	250,000	3,100,000	-	-	3,530,000
Subtotal Flood Control	$ 52,194,000	$ 47,632,000	$ 46,971,000	$ 48,760,000	$ 50,500,000	$ 51,935,000	$ 245,798,000
Project Reserve	$ -	$ 1,072,497	$ 2,829,000	$ 2,640,000	$ 2,500,000	$ 2,765,000	$ 11,806,497
TOTAL FUND 990	**$ 52,194,000**	**$ 48,704,497**	**$ 49,800,000**	**$ 51,400,000**	**$ 53,000,000**	**$ 54,700,000**	**$ 257,604,497**

Project Title: Flood Control District Operations
Project No: 001
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Ortho Aerial Photography

The District is acquiring digital aerial ortho-photography for the whole of Maricopa County. During previous years, the District has acquired semi-rectified aerial photography with a horizontal accuracy of +/- 25 feet in urban areas and +/- 300 feet in rural areas. This accuracy has presented a problem when depicting floodplains or overlaying any other available data at the District. It has been determined that a better accuracy is necessary for the District's regulatory and technical responsibilities an ortho-photography digital aerial contract was specified with horizontal accuracy of +/- 5 feet and vertical accuracy of +/- 5 feet. Aerial photographs of Maricopa County were taken during the months of December 2001 and January 2002. The ground control used for the project is the Geodetic Densification and Cadastral Survey generated by the Maricopa County Department of Transportation. Airborne GPS was used to control the project. A ground size pixel of one square foot was specified. When the project is completed it will be used for Zone A floodplain determinations, for accurately depicting features on the ground and for floodplain determination on the District web site.

Funding Summary

This project will be funded 10% by the Maricopa County Assessor's office, 35% by the Maricopa County Department of Transportation and 55% by the Flood Control District. This data will also be sold to other cities and communities as well as private parties.

Project Cost Summary

The total budget for this project is $624,000 with $420,000 expended through FY 2001-02. The FY 2002-03 budget is $204,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 389,000	$ 164,000	$ -	$ -	$ -	$ -	$ 164,000	$ 553,000
Construction	-	-	-	-	-	-	-	-
Other Costs- Force Acct Labor	31,000	40,000					40,000	71,000
Project Total	**$ 420,000**	**$ 204,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 204,000**	**$ 624,000**

Operating Cost Summary

This is a non-structural project; therefore, additional operating costs will be minimal.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will initiate at least one project each year for the next five years that uses innovative and resourceful operational and financial strategies.

Key Performance Result Measure(s)

% of cumulative linear miles of Zone A watercourses requiring delineation that were delineated and submitted to FEMA

Project Title: City of Chandler
Project No: 022
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Central Chandler Area Drainage System

The City of Chandler's central area was developed prior to the implementation of required drainage standards. The City of Chandler previously developed and implemented a storm water master plan for the central area. The City updated the plan and requested that the District cooperate and cost share the modification and enhancement of the existing facilities to provide a 100-year level of protection and a regional outfall for the system.

Five improvements have been identified that would help the City accomplish its goal of alleviating the flooding problems in Chandler's central area:

Phase 1 – Ivanhoe and Erie Storm Drains

Phase 2 – Arrowhead Pump Station and Force Main

Phase 3 – Galveston Basin and Erie Drains

Phase 4 – Denver Basin Pump Station

Phase 5 – Hartford Force Main and Pecos Road Drain

The design of Phase 3 is currently underway. The total project is scheduled for completion in FY 03-04.

Funding Summary

The City of Chandler and the Flood Control District are each cost sharing 50% on this project. The City of Chandler is the lead agency.

Project Cost Summary

The total budget for this project is $5.5 million with $2 million expended through FY 2001-02. The FY 2002-03 budget is $448,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 678,002	$ 13,000	$ 250,000	$ -	$ -	$ -	$ 263,000	$ 941,002
Construction	1,333,477	335,000	2,760,000	-	-	-	3,095,000	4,428,477
Other Costs-Force Acct Labor	30,521.00	100,000	-	-	-	-	100,000	130,521
Project Total	**$ 2,042,000**	**$ 448,000**	**$ 3,010,000**	**$ -**	**$ -**	**$ -**	**$ 3,458,000**	**$ 5,500,000**

Operating Cost Summary

The City of Chandler and the Flood Control District are each cost sharing 50% on this project. The City is the lead agency for design, right-of-way acquisition, utility relocation, construction, construction management and operation and maintenance of the system. The District's role is to participate in the consultant selection process, pre-construction meetings, provide technical assistance and review of the design and construction phases for the project.

Project Title: **City of Chandler (continued)**

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

% of Projects in Plan

Project Title: Town of Guadalupe
Project No: 035
Managing Dept: Flood Control District

Project Narrative

This project will provide a storm drain collection system and four retention basins located along the Highline Canal that will capture and convey the 10-year storm event within the Town of Guadalupe and east of Avenida Del Yaqui. Runoff from within the Town results in flooding of low-lying houses and collects along the Highline Canal where it eventually overtops the canal and causes damage to downstream properties within Tempe. Three of the basins are located within the Town, and one along the east side of the canal in Tempe.

Three of the basins within the Town will be landscaped and become Town parks after construction. The basin in Tempe, because of its small size and relocation, environmental studies and construction of the project are estimated to be $7 million. Land acquisition of three of the basins has been completed. Additionally, the Town will seek grants and other means to participate in the construction of drainage improvements. The Town also is actively pursuing advance excavation of the basins at no cost to the project.

This project has been presented to the Flood Control Advisory Board (FCAB) and the Board of Directors (BOD) as a critical element of the District's long term mission to reduce flood damages and provide safety for the County's residents and property.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Projects Fund (Fund 990).

Project Cost Summary

The total budget for this project is $4.8 million with $2.3 million expended through FY 2001-02. The FY 2002-03 budget is $2.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,490,312	$ 20,142	$ -	$ -	$ -	$ -	$ 20,142	$ 1,510,454
Construction	766,490	1,945,689	-	375,000	-	-	2,320,689	3,087,179
Other Costs-Force Acct Labor	59,197	166,169	-	-	-	-	166,169	225,366
Project Total	**$ 2,316,000**	**$ 2,132,000**	**$ -**	**$ 375,000**	**$ -**	**$ -**	**$ 2,507,000**	**$ 4,823,000**

Operating Cost Summary

The Town of Guadalupe is not able to contribute financially to the project but will own, operate and maintain the storm drain system and the four basins.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Dam Safety Project (Structure Assessment)
Project No: 050
Managing Dept: Flood Control District

Project Narrative

The Flood Control District of Maricopa County owns, operates and maintains 22 Flood Control Dams and is mandated by state and federal law to comply with dam safety regulations. The District has initiated a program called the Structures Assessment Program to assess and evaluate these structures and related features due to an ever-increasing urbanized environment and to assure continued compliance with current standards and guidelines. The Structures Assessment Program is intended to address issues related to urbanization and dam safety as well as to enhance and improve the District's ongoing Dam Safety Program.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990).

Project Cost Summary

The total budget for this project is $11.9 million with $1.5 million expended through FY 2001-02. The FY 2002-03 budget is $1.6 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,262,441	$ 1,477,000	$ 600,000	$ 1,150,000	$ 250,000	$ -	$ 3,477,000	$ 4,739,441
Construction	60,711	-	500,000	-	1,250,000	5,000,000	6,750,000	6,810,711
Other Costs-Force Acct Labor	192,848	200,000	-	-	-	-	200,000	392,848
Project Total	**$ 1,516,000**	**$ 1,677,000**	**$1,100,000**	**$ 1,150,000**	**$1,500,000**	**$ 5,000,000**	**$ 10,427,000**	**$ 11,943,000**

Operating Cost Summary

This is a non-structural project; therefore, additional operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

Each year for the next 5 years the Flood Control District will evaluate five existing flood control facilities' safety monitoring procedures, District owned flood control facilities and begin plans to mitigate, upgrade or redesign these facilities to reduce the risk and liability associated with them.

Key Performance Result Measure(s)

% of dams evaluated under Phase I of the structures assessment endeavor during the fiscal year

% of dam safety issues investigated/repaired under phase II of the structures assessment endeavor during the fiscal year

Project Title: Candidate Assessment Reports (CARs)
Project No: 051
Managing Dept: Flood Control District

Project Narrative

Annually, Cities and Towns within Maricopa County submit requests to the District for inclusion of proposed projects into the District's CIP. The District has developed a process that includes evaluation and ranking of the candidate projects based upon specific evaluation criteria. A Candidate Assessment Report (CAR) is recommend when the review committee feels that the material submitted for the proposed project is insufficient to support the ranking of there is insufficient project detail to implement the project. The CAR studies are used to document the project requirements, benefits and costs. The studies are generally limited to an assessment of existing data. The study purpose is to confirm or expand on the information provided for the project prioritization and to document the requirements for implementation of the project.

Upon completion of the annual CIP prioritization, the list of projects submitted which require a CAR study is completed ad the CAR study is initiated. If the CAR findings indicate that the project benefits or costs are substantially different that the project data originally submitted of the CIP prioritization, the project may be resubmitted for another evaluation and rankings by the CIP review committee.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project Fund (Fund 990).

Project Cost Summary

An estimated $100,000 is budgeted in each fiscal year. A total of $55,000 was expended in FY 01-02. The FY 2002-03 budget is $155,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 40,000	$120,000	$100,000	$100,000	$ 100,000	$ 100,000	$520,000	$560,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	15,000	35,000	-	-	-	-	35,000	50,000
Project Total	**$ 55,000**	**$155,000**	**$100,000**	**$100,000**	**$ 100,000**	**$ 100,000**	**$555,000**	**$610,000**

Operating Cost Summary

This is a non-structural project; therefore, additional operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will initiate at least one project each year for the next five years that uses innovative and resourceful operational and financial strategies.

Key Performance Result Measure(s)

% of completed capital projects in current 5-year capital projects plan

Project Title: South Phoenix Drainage Improvements
Project No: 117
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

43rd Ave/Southern Ave Detention Basin

The detention basin has been designed by the Flood Control District. The detention basin site has been acquired by the Flood Control District, and is located at the southeast corner of 43rd Avenue and Southern Avenue. The basin is now an integral component of and will be constructed as a part of the Laveen Area Conveyance Channel, and construction will be cost-shared among the District, City of Phoenix, and MCDOT. The basin will have 5:1 side slopes and will be surfaced with grass for erosion control and aesthetic purposes. The City of Phoenix plans to use the basin as a park facility, and will own and maintain the basin upon completion of construction. The basin includes an inlet structure, an inlet spillway, an outlet spillway, and an outlet structure which will carry flood water to the existing 43rd Avenue storm drain, which outfalls to the Salt River.

Laveen Area Conveyance Channel

This project includes the design and construction of a conveyance channel capable of containing a 100-year flood event in the vicinity of the existing Maricopa Drain from 43rd Avenue to the Salt River for a length of approximately 5.8 miles. A flood detention basin at 43rd Avenue and Southern Avenue will mitigate peak flood flows getting to the conveyance channel.

Based on previous evaluations of flood hazards within this area, significant floodwater from large storm events pond along the existing Maricopa Drain. This project will eliminate the potential flood hazard and reduce and/or eliminate potential flood damages. This project consists of channel excavation, road crossings, drop structures, tiling and filling in the existing Maricopa Drain, and construction of an earthen low-flow channel. The channel and basin will be grass-lined to reduce and/or eliminate erosion and sediment transport and to provide landscaping and aesthetics.

The peak discharge at the outfall of the channel for the 100-year storm event is estimated to be 2800 cfs. The existing Maricopa Drain has the capacity for about 20-50 cfs. The existing Maricopa Drain carries agricultural tailwater continually to the Gila River Indian Reservation, and some of this water outfalls to the Salt River. This water will be carried in the Project's low-flow channel, and outfall near the existing outfall location.

The IGA between the District, City of Phoenix, MCDOT, and SRP was approved by the FCAB on May 23rd, 2001. Construction for the Project is anticipated to commence in summer 2002.

Funding Summary

The City of Phoenix, MCDOT and the Flood Control District are project partners. The cost breakdown consists of 47% funded by the City of Phoenix, 6% funded by the Maricopa County Department of Transportation and 47% funded by the Flood Control District Capital Projects Fund (Fund 990).

Project Title: South Phoenix Drainage Improvements (continued)

Project Cost Summary

The total budget for this project is $36 million with $17.5 million expended through FY 2001-02. The FY 2002-03 budget is $9.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 10,730,000	$ 30,000	$ 15,000	$ 200,000	$ -	$ -	$ 245,000	$ 10,975,000
Construction	6,019,000	8,940,000	4,173,000	-	2,500,000	2,500,000	18,113,000	24,132,000
Other Costs-Force Acct Labor	753,000	175,000	-	-	-	-	175,000	928,000
Project Total	**$ 17,502,000**	**$ 9,145,000**	**$ 4,188,000**	**$ 200,000**	**$ 2,500,000**	**$ 2,500,000**	**$ 18,533,000**	**$ 36,035,000**

Operating Cost Summary

43rd Ave/Southern Ave Detention Basin

The City of Phoenix plans to use the basin as a park facility, and will own and maintain the basin upon completion of construction.

Laveen Area Conveyance Channel

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will initiate at least one project each year for the next five years that uses innovative and resourceful operational and financial strategies.

Key Performance Result Measure(s)

% of completed capital projects in current 5 year capital projects plan

Project Title: Paradise Valley, Scottsdale, Phoenix
Project No: 120
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Scottsdale Road Corridor Drainage

The first phase of this project is to identify the drainage problems and develop cost effective solutions for a storm water collection system for the Scottsdale Road corridor area from Thunderbird Road and Mountain View Roads. Based on the preferred alternative, the project will move forward into the design and construction phase.

Funding Summary

The City of Scottsdale will contribute 50% and the Flood Control District will contribute 50% from the Flood Control District Capital Projects Fund (Fund 990). The Town of Paradise Valley is a potential partner.

Project Cost Summary

The total budget for this project is $3.3 million with $20,000 expended through FY 2001-02. The FY 2002-03 budget is $105,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 75,000	$ 225,000	$ -	$ -	$ -	$ 300,000	$ 300,000
Construction	-	-	-	3,000,000	-	-	3,000,000	3,000,000
Other Costs-Force Acct Labor	20,000	30,000	-	-	-	-	30,000	50,000
Project Total	**$ 20,000**	**$ 105,000**	**$ 225,000**	**$ 3,000,000**	**$ -**	**$ -**	**$ 3,330,000**	**$ 3,350,000**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: East Maricopa Floodway
Project No: 121
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

EMF Capacity Mitigation

The East Maricopa Floodway (EMF) Capacity Mitigation Plan will increase the capacity of the Floodway to convey the 100-year flows originating within the East Mesa watershed. The plan includes in-line and/or off-line detention with channel improvements between Broadway Road and Main Street. The channel improvements, scheduled to be completed during FY 2002-03, will include increasing the bank height by raising the maintenance roads on both sides of the channel between Rittenhouse Road and Warner Road.

EMF Rittenhouse & Chandler Heights Basin

The East Maricopa Floodway (EMF) Capacity Mitigation Plan will increase the capacity of the Floodway to convey the 100-year flows originating within the East Mesa watershed. The plan includes in-line and/or off-line detention basins with channel improvements between Broadway Road and Main Street. The channel improvements, scheduled to be completed during FY 2002-03, will include increasing the bank height by raising the maintenance roads on both sides of the channel between Rittenhouse Road and Warner Road. The project consists of a pre-design, and a final design to include; preparation of construction plans, special provisions and engineer's estimates. The design cost is currently estimated at $2 million. The preliminary construction cost is estimated to be $26 million.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990).

Project Cost Summary

The total budget for this project is $22.9 million with $6.9 million expended through FY 2001-02. The FY 2002-03 budget is $1.7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 445,160	$ 1,564,000	$ -	$ -	$ -	$ -	$ 1,564,000	$ 2,009,160
Construction	6,358,286	100,000	1,200,000	3,000,000	5,000,000	5,000,000	14,300,000	20,658,286
Other Costs-Force Acct Labor	138,554	110,000	-	-	-	-	110,000	248,554
Project Total	**$ 6,942,000**	**$ 1,774,000**	**$ 1,200,000**	**$ 3,000,000**	**$ 5,000,000**	**$ 5,000,000**	**$ 15,974,000**	**$ 22,916,000**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will conduct two studies each year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Salt River Channel
Project No: 125
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Tempe/Mesa Habitat Mitigation

This project includes a study of the vegetation maintenance alternatives to maintain conveyance capacity of the Salt River Channel upstream of the existing Tempe Town Lake. Possible environmental and recreational amenities that could be incorporated into the reach of the Salt River will also be studied. Urban runoff from wastewater treatment facilities and urban storm water drainage accumulates in the Salt River Channel upstream of the Tempe Town Lake resulting in increased vegetation growth in the area. The increased vegetation could result in decreased capacity of the channel to convey flood flows. Stagnate water also creates vector breeding areas and is a public health problem.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990). There is a future potential for cost-sharing partners

Project Cost Summary

The total budget for this project is $135,000 with $10,000 expended through FY 2001-02. The FY 2002-03 budget is $125,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	10,000	25,000	-	-	-	-	25,000	35,000
Project Total	**$ 10,000**	**$ 125,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 125,000**	**$ 135,000**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will initiate at least one project each year for the for the next five years that uses innovative and resourceful operational and financial strategies.

Key Performance Result Measure(s)

% of Projects Completed

% of Projects in Plan

Project Title: Arlington Valley
Project No: 129
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Arlington Valley Floodplain Acquisition

The goal of the Arlington Floodplain Acquisition project is to purchase 17.34 acres of property and buildings that are currently occupied by the Arlington School. This property currently lies within the 100-year floodway of the Gila River. The school has been subject to repeated flood losses over the past twenty-five years and will continue to be flooded in the future unless something is done.

The Flood Control District, the Arlington School District and the State Facilities Board have agreed in principle that the Flood Control District will purchase the school property for $1,000,000. The Arlington School is planning on rebuilding the elementary school in a location outside the floodplain. Once the property is purchased the school will be demolished or will be converted to an acceptable use within a floodplain.

Funding Summary

The State Facilities Board is contributing $200,000 to the cost of the property. The Flood Control District is contributing $1,000,000 to this project from the Flood Control District Capital Projects Fund (Fund 990). There will be a new building project that will be managed and funded by the State Facilities Board.

Project Cost Summary

The total budget for this project is $1.2 million with $10,000 expended through FY 2001-02. The FY 2002-03 budget is $55,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000	$ 35,000
Construction	-	-	1,200,000	-	-	-	1,200,000	1,200,000
Other Costs-Force Acct Labor	10,000	20,000	-	-	-	-	20,000	30,000
Project Total	**$ 10,000**	**$ 55,000**	**$ 1,200,000**	**$ -**	**$ -**	**$ -**	**$ 1,255,000**	**$ 1,265,000**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Buckeye/Sunvalley ADMP
Project No: 211
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Buckeye/Sunvalley ADMP

Current and projected District CIP expenditures can be divided into two parts: a planning study that will lay the groundwork for further flood control activities; and a design and construction phase that will address flooding issues. The planning study consists of providing professional engineering services necessary for developing an area drainage master plan to determine guidelines for stormwater management and mitigate flooding for the Buckeye/Sun Valley area. The study will include analysis of approximately 280 square miles of watershed for the eastern contributing watershed for the Hassayampa River from approximately the Morristown Highway (SR 74) south to the Gila River and from the White Tank Mountains west to the Hassayampa River. The study will identify drainage problems, update the existing hydrology due to development and new hydrologic methodology, and develop cost effective solutions for a storm water collection and disposal system and will further identify potential outfall alternatives. The design and construction phase will involve the implementation of solutions to flooding that are identified once the planning and conceptual design phases have been completed, and remedial actions have been specified. Future CIP budgets may include projects identified in the study.

Buckeye FRS 1,2,3

This project is for the purchase in fee of the underlying property on which Buckeye FRSs No. 1, 2 and 3 and their corresponding pool areas and floodways are located. The District currently has an easement for these properties. The Arizona Department of Transportation has agreed in principle to sell in fee these properties to the District. Owning the land in fee will allow the District to manage the development of infrastructure on these properties. This will reduce the long-term risk of developments that could be adversely affected by inundation within the pool areas and to reduce the risk of development upstream of the structures from adversely affecting the flood retarding structures. The cost is for the residual value of the land in fee versus existing District easement.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990). Proposed drainage features will be cost-shared through potential partnering.

Project Cost Summary

The total budget for this project is $2.7 million with $480,000 expended through FY 2001-02. The FY 2002-03 budget is $1.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 430,000	$ 1,070,000	$ 1,100,000	$ -	$ -	$ -	$ 2,170,000	$ 2,600,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	50,000	110,000	-	-	-	-	110,000	160,000
Project Total	**$ 480,000**	**$ 1,180,000**	**$ 1,100,000**	**$ -**	**$ -**	**$ -**	**$ 2,280,000**	**$ 2,760,000**

Operating Cost Summary

Operating costs will be negligible.

Project Title: **Buckeye/Sunvalley ADMP (continued)**

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will conduct two studies each year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Wittmann ADMP
Project No: 344
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Wittmann ADMP Update

Current and projected District CIP expenditures can be divided into several parts: a drainage mapping, a structures study, a planning study that will lay the groundwork for further flood control activities, and a design and construction phase that will address flooding issues. The planning study consists of providing professional engineering services necessary for developing an area drainage master plan to determine guidelines for stormwater management and mitigate flooding within the Wittmann area. The study will include analysis of approximately 300 plus square miles of watershed. The study will identify drainage problems, update the existing hydrology due to development and new hydrologic methodology, and develop cost effective solutions for a storm water collection and disposal system and will further identify potential outfall alternatives. The planning study is budgeted at $ 1.9 million dollars and is included in the CIP Budget for FY 02/03 and future years. The design and construction phase will involve the implementation of solutions to flooding that are identified once the planning and conceptual design phases have been completed, and remedial actions have been specified.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990). Potential partnering exists for future projects to be identified in the study.

Project Cost Summary

The total budget for this project is $2.1 million with $567,000 expended through FY 2001-02. The FY 2002-03 budget is $1.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 517,000	$ 1,000,000	$ 488,000	$ -	$ -	$ -	$ 1,488,000	$ 2,005,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	50,000	135,000	-	-	-	-	135,000	185,000
Project Total	**$ 567,000**	**$ 1,135,000**	**$ 488,000**	**$ -**	**$ -**	**$ -**	**$ 1,623,000**	**$ 2,190,000**

Operating Cost Summary

This is a non-structural project; therefore, additional operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will study each year for the next five years two major areas of Maricopa County that are not yet under development but are expected to be according to the Maricopa Association of Governmentsprojections.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Aguila ADMP
Project No: 345
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Aguila ADMP

The purpose of the ADMP is to develop solutions to flooding damage similar to the floods that occurred in this area in Sept 1997 and again in Oct 2000. Numerous homes were flooded and streets were washed out due to the excessive flow. The ADMP limits will be the Yavapai County boundary limits to the north, approximately Effus Ranch Road alignment to the east, the Vulture Mountains to the south and La Paz County boundary limits to the west. Structural and non-structural alternatives will be evaluated to determine the best solution for the area. This project may be expanded to include a portion of La Paz County if funding from La Paz County is procured.

Aguila Floodplain Delineation

The purpose of the ADMP is to develop solutions to flooding damage similar to the floods that occurred in this area in Sept 1997 and again in Oct 2000. Numerous homes were flooded and streets were washed out due to the excessive flow. The ADMP limits will be the Yavapai County boundary limits to the north, approximately Effus Ranch Road alignment to the east, the Vulture Mountains to the south and La Paz County boundary limits to the west. Structural and non-structural alternatives will be evaluated to determine the best solution for the area. This project may be expanded to include a portion of La Paz County if funding from La Paz County is procured.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990). Potential partners will be identified in Phase I of the study.

Project Cost Summary

The total budget for this project is $2.3 million with $1.7 million expended through FY 2001-02. The FY 2002-03 budget is $455,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,575,000	$ 395,000	$ 150,000	$ -	$ -	$ -	$ 545,000	$ 2,120,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	195,000	60,000	-	-	-	-	60,000	255,000
Project Total	**$ 1,770,000**	**$ 455,000**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ 605,000**	**$ 2,375,000**

Operating Cost Summary

This is a non-structural project; therefore, additional operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will conduct two studies each year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Skunk Creek Channelization
Project No: 362
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Skunk Creek Low Flow Channel

This Project will provide a low flow channel (LFC) within the limits of Skunk Creek from 75th Avenue to the New River confluence. Additionally, a LFC shall be constructed in the Arizona Canal Diversion Channel (ACDC) from 73rd Avenue to the confluence with Skunk Creek This Project will be undertaken with participation from the City of Peoria. The low flow channel will: (1) provide for better conveyance of nuisance flows in the Skunk Creek, (2) reduce operation and maintenance costs, (3) reduce vector control problems while protecting habitat. The District will be the lead agency for design, construction, and construction management of the project.

Funding Summary

City of Peoria 50%; Flood Control District 50% from the Flood Control District Capital Projects Fund (Fund 990). The Flood Control District is the lead agency.

Project Cost Summary

The total budget for this project is $825,000 with $50,000 expended through FY 2001-02. The FY 2002-03 budget is $55,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 40,000	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000	$ 80,000
Construction	-	-	720,000	-	-	-	720,000	720,000
Other Costs-Force Acct Labor	10,000	15,000	-	-	-	-	15,000	25,000
Project Total	**$ 50,000**	**$ 55,000**	**$ 720,000**	**$ -**	**$ -**	**$ -**	**$ 775,000**	**$ 825,000**

Operating Cost Summary

The City of Peoria will assume ownership and the operation and maintenance for the completed Project.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Skunk Creek/New River
Project No: 400
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

New River (Grand to Skunk Creek)

The Middle New River Watercourse Master Plan (MNRWCMP) study undertaken by the District identified projects to improve the conveyance capacity and provide bank protection along the New River. One of the recommended project areas is the reach of New River from the Outer Loop 101 and Skunk Creek confluence with New River, south to Grand Avenue. Recommended improvements include channelization and bank protection. Potential project partners include the City of Peoria and ADOT. The City and ADOT, along with the District are property owners along and within the New River alignment. The northerly portion of this project reach, along the west bank would include improvements along the Desert Harbor development that would be accomplished by the City. Further analysis of the recommendations and development of intergovernmental agreements are necessary before the project(s) can move forward.

New River (83rd Avenue/GCS)

The Middle New River Watercourse Master Plan (MNRWCMP) study undertaken by the District identified projects to improve the conveyance capacity and provide bank protection along the New River. One of the recommended projects is channel improvements near the 83rd Avenue New River crossing. The constructed improvement would be a grade control structure and channelization near the 83rd Avenue crossing. Glendale had already identified the need for a bridged crossing at 83rd Avenue and New River. The need for channel improvements associated with the bridge, and the MNRWCMP recommendation for channel improvements, resulted in a project partnership between the District and the City of Peoria and the City of Glendale. Intergovernmental Agreements were developed among these three partners to identify project responsibilities for the design and construction of the bridge, grade control structure and channel improvements. The City of Glendale will provide for design and construction of the bridge and the grade control structure and associated channel improvements. The District will provide construction management services for the project. All three partners will share in the total project costs. Construction is expected to be completed in 2002.

Funding Summary

25% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and 50% will be paid by the City of Glendale. The City of Peoria will pay for 25% of the total project cost.

Project Cost Summary

The total budget for this project is $8.3 million with $310,000 expended through FY 2001-02. The FY 2002-03 budget is $400,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 72,000	$ 200,000	$ 1,350,000	$ -	$ -	$ -	$ 1,550,000	$ 1,622,000
Construction	193,000	145,000	300,000	6,000,000	-	-	6,445,000	6,638,000
Other Costs-Force Acct Labor	45,000	55,000	-	-	-	-	55,000	100,000
Project Total	**$ 310,000**	**$ 400,000**	**$ 1,650,000**	**$ 6,000,000**	**$ -**	**$ -**	**$ 8,050,000**	**$ 8,360,000**

Project Title: **Skunk Creek/New River (continued)**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: East Mesa ADMP
Project No: 442
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Elliot Basin & Channel

The Elliot Road Channel and Basins are projects that are identified in the East Mesa Area Drainage Master Plan. The East Mesa ADMP identifies drainage problems and develops solutions for a storm water collection and basin system for eastern Maricopa County including portions of the City of Mesa, the Town of Gilbert, the Town of Queen Creek, and unincorporated Maricopa County. The Elliot Road Basins are located at the corner of Elliot Road and the Crismon Road alignment. They collect runoff from the Crismon Channel, which extends along Crismon Road north of Elliot Road and from the Elliot Road Channel extending along Elliot Road to the east. The basins attenuate peak flows to reduce the size and cost of required downstream improvements. The basins are anticipated to become a multi-use facility, being improved and maintained as City of Mesa parks. The channel conveys discharge from the Elliot Road Basins, from the Elliot Road Channel, Phase 2 (extending east along Elliot Road to a basin at Meridian Road). The Elliot Road Channel, Phase 1A, extends west along Elliot Road, day-lighting west of Ellsworth Road in six natural washes. The future Phase 1B will extend from this point to the East Maricopa Floodway. The City of Mesa may be interested in creating a joint use for the channel as a linear park.

Hawes Road Channel

The Hawes Road Drainage Improvements Project (Project) is a project that is identified in the East Mesa Area Master Drainage Master Plan (ADMP). The East Mesa ADMP identifies drainage problems and develops solutions for eastern Maricopa County, which includes portions of Mesa, Gilbert, and Queen Creek. The Project will resolve many of the existing drainage problems along Hawes Road within the City of Mesa. The Project will consist of channel and culvert improvements from Apache Trail to Emelita Avenue, which is approximately 0.4 miles north of Southern Avenue. The length of the Project is approximately 1.1 miles and will tie into an existing improved gunite lined channel on the west side of Hawes Road. The estimated cost for the Project is $4,000,000 which, includes the, design, rights-of way acquisition, utility relocations, construction, and construction management. The City will fund non-flood control features. The City will assume ownership and the operation and maintenance for the completed Project. The Project will be cost shared by the City of Mesa and the District as follows: The City shall contribute 35% of the Project cost (estimated to be $1,400,000), and the District shall contribute 65% of the Project cost (estimated to $2,600,000).

Ellsworth Channel

This project was prioritized in the East Mesa Area Drainage Master Plan, and includes construction of a flood control channel to mitigate existing and future flooding along Ellsworth Road, adjacent to General Motors Proving Ground and Williams Gateway Airport. Flooding occurs frequently at five dip crossings on the existing roadway. The channel project will be constructed in conjunction with MCDOT's upgrades to Ellsworth Road from Germann Road to 1/3 mile south of Guadalupe Road, and will provide drainage for the road and capacity for the 100-year flood. On June 21st 2000, the Board of Directors approved IGA FCD 2000A002, among the District, MCDOT, and Mesa, to design and construct the Ellsworth Road Channel Project. The design for the channel included an alternatives analysis. The design for the channel will include reconstruction of 1-½ miles of the existing Powerline Floodway. The design for the roadway upgrades and channel is scheduled to be complete by October 2002, and the Project is scheduled to begin construction by summer 2003. The cost for the channel project is estimated to be $9,000,000, with the District's share equal to 50 percent or $4,500,000.

Project Title: East Mesa ADMP (continued)

Elliot Channel (Ellsworth to EMF)

The project includes a study to evaluate potential for combining flows from the proposed Elliot Road Channel and Basin with drainage facilities for the proposed San Tan Freeway. The Elliot Basin and Channel project (see Elliot Basin and Channel, PCN 442.04.31) will cross the alignment of the proposed San Tan Freeway. ADOT is conducting a study to evaluate a drainage channel located along the eastern side of the Freeway alignment that would convey flows from the Elliot Basin and Channel project and the flows intercepted by the Freeway to the District's East Maricopa Floodway.

Elliot Channel (East of Crismon)

This channel is located north of Elliot Road between Meridian Road and 104th Street alignment. The channel consists of a trapezoidal earthen channel north of Elliot Road. Box culverts will be needed at Meridian, Mountain and Elliot Roads. The Channel will cross Elliot Road from the north to the south to discharge into the pipes that were designed for Elliot Channel (Phase I).

Sunland Springs/Siphon Draw

The Siphon Draw Detention Basin is located east of Meridian Road in Pinal County, and north of the Elliot Road alignment. The Sunland Springs Channel follows the Meridian Road alignment north of the Siphon Draw Basin, adjacent to the 890 acre Sunland Springs Village Development. The Sunland Springs Channel is a concrete channel with 8 drop structures extending 6800 feet north of the Siphon Draw Detention Basin. The channel acts as a flow-by channel that conveys discharges up to 434 cfs past the basin. Discharges in excess of 434 cfs spill into the basin through a side channel spillway. The Siphon Draw Detention Basin collects the overflow from the Sunland Springs Channel and surface runoff from Siphon Draw at two additional locations that will require inflow spillways. This basin provides 95 acre-feet of storage volume.

Funding Summary

Elliot Basin & Channel

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990), the City of Mesa will contribute 35% and the Maricopa County Department of Transportation will fund 15% from the Transportation Capital Projects Fund (Fund 234).

Hawes Road Channel

The City will fund non-flood control features. The City will assume ownership and the operation and maintenance for the completed Project. The Project will be cost shared by the City of Mesa and the District as follows: The City shall contribute 35% of the Project cost (estimated to be $1,400,000), and the District shall contribute 65% of the Project cost (estimated to $2,600,000) from the Flood Control District Capital Projects Fund (Fund 990).

Ellsworth Channel

The cost for the channel project is estimated to be $9,000,000. The District’s share is 50% or $4,500,000 to be funded by the Flood Control District Capital Projects Fund (Fund 990).

Elliot Channel (Ellsworth to EMF)

This project is currently funded 100% by the Flood Control District Capital Project fund (Fund 990). Potential partnering exists between the Flood Control District, ADOT, and the City of Mesa.

Elliot Channel (East of Crismon)

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Mesa will contribute 50%.

Project Title: East Mesa ADMP (continued)

Sunland Springs/Siphon Draw

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Mesa will contribute 50%.

Project Cost Summary

The total budget for this project is $41.4 million with $7 million expended through FY 2001-02. The FY 2002-03 budget is $8.7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 783,744	$ 1,290,000	$ 4,350,000	$ 3,600,000	$ -	$ -	$ 9,240,000	$ 10,023,744
Construction	5,768,622	7,183,000	1,000,000	5,490,000	7,200,000	4,000,000	24,873,000	30,641,622
Other Costs-Force Acct Labor	488,634	290,000	-	-	-	-	290,000	778,634
Project Total	**$ 7,041,000**	**$ 8,763,000**	**$ 5,350,000**	**$ 9,090,000**	**$7,200,000**	**$ 4,000,000**	**$ 34,403,000**	**$ 41,444,000**

Operating Cost Summary

Elliot Basin & Channel

Operating costs will be negligible.

Hawes Road Channel

The City will assume ownership and the operation and maintenance for the completed Project.

Ellsworth Channel

Operating costs will be negligible.

Elliot Channel (Ellsworth to EMF)

Operating costs will be negligible.

Elliot Channel (East of Crismon)

Operating costs will be negligible.

Sunland Springs/Siphon Draw

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: White Tanks-Agua Fria ADMP
Project No: 470
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

White Tanks #3

The White Tanks Flood Retarding Structure #3 (White Tanks #3), owned and operated by the District, requires corrective action to bring the structure into compliance with dam safety standards and requirements. Dam modification studies completed by the Flood Control District under Contract FCD 98-11 have estimated the total project cost to rehabilitate the dam at $13 million. This estimate includes land acquisition costs. Alternatives to dam rehabilitation have recently been completed by the District involving various combinations of large regional flood control basins, flood control channels and upstream channel improvements. All of these alternatives would allow for removal of the dam while replacing the flood control function provided by the existing dam. Opportunities for multi-use features were evaluated primarily based on the potential for others to develop recreational components. The total project cost for a basin project to replace the dam is estimated at $20 million. Although more costly, it appears that a basin project provides significant long term advantages over dam rehabilitation. Replacement of the dam would eliminate the high hazard dam classification, eliminate required dam monitoring and maintenance activities and provide more opportunities for community based multi-use activities. The District is currently seeking federal funding participation for this project. The schedule for implementation is contingent upon and timing of federal funding assistance under an agreement with the Natural Resources Conservation Service. Several interim corrective measures at the dam are in the process of being implemented this fiscal year. An upstream channel into White Tanks #3 is being evaluated for improvements to prevent upstream flooding breakouts.

Bullard Wash Phase II

Bullard Wash is included within the Loop 303 Corridor/White Tanks Area Drainage Master Plan (ADMP), which recommends improvements be made to the wash. Phase I of the Bullard Wash Improvements Project was constructed as a previous District/City of Goodyear project. Phase I included construction of an earthen and gabion basket lined channel from the Gila River to Lower Buckeye Road. Phase II includes an earthen/greenbelt channel along the Bullard Wash alignment from Lower Buckeye Road to McDowell Road. A diversion channel will take high storm flows from Bullard Wash south of McDowell Road through detention basins north of I-10 and west of Dysart Road, to an outlet at the Agua Fria River. Landscaping, fencing and other multi-use facilities are anticipated along the channel alignment and within the basins. The estimated cost of the project for the design, rights-of-way acquisition, public involvement, utility relocations, construction, and construction management is $25 million, based on current estimates. The project will channelize the floodplain north of the Phoenix-Goodyear Airport. It will reduce the floodplain width and protect the Phoenix-Goodyear Airport and nearby development from flooding. For the area north of I-10, the project will collect and convey storm-water currently draining by sheet flow to Bullard Wash. This storm water will otherwise collect in streets, businesses, farm fields, and residential areas.

Funding Summary

White Tanks #3

The District is currently seeking federal funding participation for this project. Potential partners are the NRCS (Natural Resources Conservation Service) and local stakeholders (for the channel improvements).

Project Title: White Tanks-Agua Fria ADMS (continued)

Bullard Wash Phase II

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Goodyear will contribute 50%.

Project Cost Summary

The total budget for this project is $70.8 million with $40 million expended through FY 2001-02. The FY 2002-03 budget is $1.1 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 13,823,000	$ 950,000	$ 750,000	$ 1,280,000	$ -	$ -	$ 2,980,000	$ 16,803,000
Construction	25,048,000	-	1,500,000	7,500,000	9,000,000	9,600,000	27,600,000	52,648,000
Other Costs-Force Acct Labor	1,209,000	185,000	-	-	-	-	185,000	1,394,000
Project Total	**$ 40,080,000**	**$ 1,135,000**	**$ 2,250,000**	**$ 8,780,000**	**$ 9,000,000**	**$ 9,600,000**	**$ 30,765,000**	**$ 70,845,000**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Queen Creek ADMP
Project No: 480
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Queen Creek Channel (Hawes to Power)

The proposed plan is to channelize Queen Creek Wash from Hawes Road northwesterly to Power Road for a distance of approximately two and one half- (2.5) miles. Based on the Flood Insurance Study on Queen Creek Wash, there are areas of significant breakouts particularly along the north bank of this reach of the wash. The most feasible solution for preventing the breakouts from occurring along Queen Creek Wash in this area is to increase the cross section of the wash to contain the 100-year flows. This Project consists of channel construction and improvement of the Sossaman Road Crossing. The Town will be the lead agency for design, rights-of-way acquisition, utility relocation, construction, construction management and operation and maintenance of the Project. The Town is to complete all the phases of the Project. The District shall review and approve the design plans and the bid and construction documents prior to bid. The District shall also approve any future landscape amenities to assure hydraulic conveyance within the Project. The total cost of the project is estimated at $6.0 million with District's contribution of $2.42 million for this project.

Sanokai Wash Channelization (EMF to Power)

The planning study of Queen Creek and Sanokai Wash Hydraulic Master Plan developed a master plan to maintain the hydraulic conveyance capacity of both Queen Creek and Sanokai Wash. The Sanokai Wash was analyzed from Ellsworth Road and Riggs Road to its outfall into Queen Creek. Channelization of portions of Sanokai Wash was recommended. Developers will construct portions of Sanokai Wash and the remaining portions will be completed by the District jointly with the Towns of Gilbert and Queen Creek. Design and construction of the portion to be completed jointly is currently scheduled to begin FY 2002-03.

Funding Summary

Queen Creek Channel (Hawes to Power)

40% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the Town of Queen Creek will contribute 60%. The Town of Queen Creek is the lead agency.

Sanokai Wash Channelization (EMF to Power)

There is potential cost-sharing to be negotiated with the Town of Queen Creek and the Town of Gilbert. The District has proposed paying 50% of the project costs from the Flood Control District Capital Projects Fund (Fund 990).

Project Cost Summary

The total budget for this project is $12.7 million with $105,000 expended through FY 2001-02. The FY 2002-03 budget is $1.9 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 105,000	$ 570,000	$ -	$ 1,000,000	$ -	$ -	$ 1,570,000	$ 1,675,000
Construction	-	1,250,000	1,000,000	-	4,700,000	4,000,000	10,950,000	10,950,000
Other Costs-Force Acct Labor	-	145,000	-	-	-	-	145,000	145,000
Project Total	**$ 105,000**	**$ 1,965,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 4,700,000**	**$ 4,000,000**	**$ 12,665,000**	**$ 12,770,000**

Project Title: **Queen Creek ADMP (continued)**

Operating Cost Summary

Queen Creek Channel (Hawes to Power)

The Town will be the lead agency for design, rights-of-way acquisition, utility relocation, construction, construction management and operation and maintenance of the Project..

Sanokai Wash Channelization (EMF to Power)

Currently, this project is in the planning phase; therefore, additional operating costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Higley ADMP
Project No: 491
Managing Dept: Flood Control District

Project Narrative

The Higley Outfall Channel is a project that was identified in the Higley Area Drainage Master Plan. Runoff reaching the Eastern and Consolidated Canals accumulates along the upstream face of the embankments and is diverted southerly. The Higley ADMP has identified features to mitigate the flooding along the Eastern Canal, the Consolidated Canal, and the Southern Pacific railroad adjacent to Arizona Ave. as well flooding west of these features caused by overtopping of the canal or railroad. The recommended plan in the southern portion of the study area includes channels along the eastern side of the Eastern and Consolidated Canals extending south from the proposed San Tan Freeway. The proposed channels will convey flood flows across the Gila River Indian Community southerly to the East Maricopa Floodway. Five detention basins are also proposed to reduce the size of the channels. Acquisition of land for the channel and basins is currently scheduled to begin during FY 2001-02.

Funding Summary

This project is currently supported by the Flood Control District Capital Projects Fund (Fund 990). There is potential cost-sharing to be negotiated with the City of Chandler, the Town of Gilbert and the Gila River Indian Community.

Project Cost Summary

The total budget for this project is $13.6 million with $4.7 million expended through FY 2001-02. The FY 2002-03 budget is $270,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 4,670,000	$ 210,000	$ 350,000	$ 1,000,000	$ -	$ -	$1,560,000	$ 6,230,000
Construction	-	-	-	-	2,250,000	5,000,000	7,250,000	7,250,000
Other Costs-Force Acct Labor	119,000	60,000	-	-	-	-	60,000	179,000
Project Total	**$ 4,789,000**	**$ 270,000**	**$ 350,000**	**$ 1,000,000**	**$ 2,250,000**	**$ 5,000,000**	**$8,870,000**	**$ 13,659,000**

Operating Cost Summary

Operating costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Adobe Dam ADMP
Project No: 520
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Adobe Dam/Desert Hills

The purpose of the Adobe Dam/Desert Hills Area Drainage Master Plan (ADMP) is to identify flooding risks and establish prudent policies for the Adobe Dam/Desert Hills ADMP area. The study will be done to quantify the extent of flooding problems, incorporate existing drainage structures into the model and develop alternative solutions to flooding problems for the entire Adobe Dam/Desert Hills Watershed. In addition, successful implementation of the Skunk Creek Watercourse Master Plan (WCMP) is dependent upon prudent and ongoing management of the watershed through the Adobe Dam/Desert Hills ADMP and Cave Creek/Apache Wash WCMP.

The Adobe Dam/Desert Hills ADMP will also link management of the watershed to implementation of the Skunk Creek and Cave Creek/Apache Wash WCMPs. The Adobe Dam/Desert Hills ADMP will provide a tool to assess proposed development and identify existing and future public safety problems and recommend solutions. The Adobe Dam ADMP will provide the critical link between the Skunk Creek and Cave Creek/Apache Wash WCMPs and the watershed to assure effective floodplain management.

The two major objectives of the study are to develop a plan to control runoff to prevent flood damage within the watershed, and to mitigate the potential increase in runoff due to development and to preserve the ability of Skunk Creek and Apache and Paradise Washes to convey storm water. This must be accomplished while providing protection to lands downstream and maintaining the low impact structural implementation strategy established in the Skunk Creek WCMP and the non-structural implementation strategy established in the Cave Creek/Apache Wash WCMP. The approximate watershed area is more than 73 square miles.

Skunk Creek Floodprone Property Acquisition

Several homes in the Skunk Creek corridor, north of Carefree Highway, were constructed prior to the FEMA 100-year Floodplain mapping in 1987. Once mapping was complete, several of these residents learned that their homes were within a FEMA 100-year Floodway. These homes have a higher risk for flooding than those outside the floodway and, when the floodplain is active, the presence of these structures in the floodway can create adverse impacts to adjacent homeowners. In other circumstances, residents were outside the regulatory floodway, but found themselves in designated areas of severe erosion hazard due to unique local geologic characteristics.

All of these structures would be susceptible to varying degrees of damage from water and water-borne sediments, and may be threatened by erosion of the stream banks caused by high water flows. In fact, a hazard analysis shows that these residents have a relatively high risk of injury, death, and/or property damage due to flooding and/or erosion. Most important, perhaps, is the very short time interval between the most intense watershed precipitation and when the flow reaches hazardous levels at the effected residences, referred to as the Emergency Response Time (ERT).

This time interval is the time available to effect a coordinated flood warning and response. With an ERT of less than one hour, these residents are at a substantially increased risk for injury or death. The goal of the Skunk Creek Floodprone Properties Acquisition Project is to reduce the risk of injury, death, and property damage due to flooding of Skunk Creek north of Carefree Highway by providing flood or erosion hazard remediation in the form of acquisition or on-site relocation.

Project Title: Adobe Dam ADMP (continued)

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990).

Project Cost Summary

The total budget for this project is $4.4 million with $403,000 expended through FY 2001-02. The FY 2002-03 budget is $3 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 321,000	$ 3,021,000	$ 950,000	$ -	$ -	$ -	$ 3,971,000	$ 4,292,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	82,000	75,000	-	-	-	-	75,000	157,000
Project Total	**$403,000**	**$ 3,096,000**	**$ 950,000**	**$ -**	**$ -**	**$ -**	**$ 4,046,000**	**$ 4,449,000**

Operating Cost Summary

Operating costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will conduct two studies each year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Durango ADMP
Project No: 565
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Durango Regional Outfall Project

This project consists of a principal outlet channel located north of the Union Pacific Rail Road (just north of MC 85) from approximately 85th Avenue westward to the Agua Fria River. Additionally, the project will include three basins and two auxiliary channels. The auxiliary channels located on 91st Avenue and 99th Avenue will intercept and divert the storm water runoff, which accumulates and floods Van Buren Street. The basins will be sited along the principal channel to reduce the storm water peak flows.

Funding Summary

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990), 30% by the City of Tolleson and 20% by the Town of Avondale.

Project Cost Summary

The total budget for this project is $20.3 million with $178,000 expended through FY 2001-02. The FY 2002-03 budget is $310,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 178,000	$ 250,000	$ 3,000,000	$ 3,700,000	$ 2,000,000	$ -	$ 8,950,000	$ 9,128,000
Construction	-	-	-	3,200,000	4,000,000	4,000,000	11,200,000	11,200,000
Other Costs-Force Acct Labor	-	60,000	-	-	-	-	60,000	60,000
Project Total	**$ 178,000**	**$ 310,000**	**$ 3,000,000**	**$ 6,900,000**	**$ 6,000,000**	**$ 4,000,000**	**$ 20,210,000**	**$ 20,388,000**

Operating Cost Summary

Operating costs are negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: ACDC ADMP
Project No: 580
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Doubletree Ranch Road Drainage System

This project will provide solutions for the flooding problems that exist within a mostly built out residential area in the Town of Paradise Valley. Several homes along Doubletree Ranch Road have experienced flooding during recent storms, and children have been stranded at a local grade school, whose access becomes inaccessible during heavy rains. Two major watersheds, Doubletree Ranch Road and Cherokee Wash, exist within the project area. The Doubletree Ranch Road watershed begins in the Phoenix Mountain Preserve west of Tatum Boulevard and flows eastward along Doubletree Ranch Road to Indian Bend Wash. Cherokee Wash, which is located south of the Doubletree Ranch Road watershed, also begins in the Phoenix Mountain Preserve west of Tatum Boulevard, but then flows northeast to Indian Bend Wash. The project consists of a 10-year storm drain system in Doubletree Ranch Road, with storm drain laterals extending along the adjacent streets. In addition, surface flows greater than the 10-year flows will be to be conveyed on the surface of Doubletree Ranch Road. The cost of the drainage improvements is estimated at $10.3 million. An IGA (FCD 1999A026) identifies the District lead in the construction, construction management and rights-of-way acquisition. The Town may elect to construct improvements to Doubletree Ranch Road, as part of the project, at Town cost.

Funding Summary

60% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and 40% will be funded by the Town of Paradise Valley.

Project Cost Summary

The total budget for this project is $12.4 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $5.8 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 113,000	$ -	$ -	$ -	$ -	$ 113,000	$ 113,000
Construction	-	5,691,000	6,600,000	-	-	-	12,291,000	12,291,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 5,804,000**	**$ 6,600,000**	**$ -**	**$ -**	**$ -**	**$ 12,404,000**	**$ 12,404,000**

Operating Cost Summary

The Town of Paradise Valley will operate and maintain the constructed facility.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Maryvale ADMP
Project No: 620
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

Bethany Home Outfall Channel

The Bethany Home Road Outfall Channel was identified in the Maryvale Area Drainage Master Plan (ADMP). The project includes a linear basin and channel along the Grand Canal extending westerly from 64th Avenue to the New River. The project will have a 100-year capacity removing approximately 745 structures from the floodplain.

The channel will receive storm water from portions of Peoria, Glendale, Phoenix, and unincorporated Maricopa County. The channel alignment (Phase I and II) is in Phoenix, Glendale, and unincorporated Maricopa County. Phase I of the project has been completed by ADOT, with District participation. This reach extends west from the Agua Fria Freeway to the New River following the Bethany Home Road Alignment. ADOT increased the size of their channel to accommodate additional flows from the Maryvale area.

Phase II of the project will extend along Bethany Home Road easterly from the Agua Fria Freeway and along the Grand Canal to 64th Avenue. This phase of the project will include a channel from the Agua Fria Freeway alignment to 73rd Avenue and an earthen, linear, on-line detention basin from 67th Avenue to 73rd Avenue.

The ADMP also recommends ten year capacity storm drains, located within Bethany Home Road and Camelback Road, extending from 59th Avenue to the Outfall Channel. Preliminary estimates indicate that the cost to construct this 100-year channel and 10-year storm drains is approximately $67 million. The Cities of Glendale and Phoenix will be required to cost share the project and sign IGAs with the District. The project is currently being designed and rights of way are being acquired.

Funding Summary

This project will be funded 50% by the Flood Control District Capital Projects Fund (Fund 990), 25% will be contributed by the City of Glendale and 25% will be contributed by the City of Phoenix.

Project Cost Summary

The total budget for this project is $39.4 million with $2.1 million expended through FY 2001-02. The FY 2002-03 budget is $7 million.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,734,515	$ 3,599,000	$ 5,850,000	$ 1,500,000	$ -	$ 250,000	$ 11,199,000	$ 12,933,515
Construction	324,481	3,225,000	6,240,000	3,015,000	8,400,000	5,000,000	25,880,000	26,204,481
Other Costs-Force Acct Labor	64,004	215,000	-	-	-	-	215,000	279,004
Project Total	**$ 2,123,000**	**$ 7,039,000**	**$ 12,090,000**	**$ 4,515,000**	**$ 8,400,000**	**$ 5,250,000**	**$ 37,294,000**	**$ 39,417,000**

Operating Cost Summary

Operating costs are negligible.

Project Title: **Maryvale ADMP (continued)**

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will implement the Board Approved Capital Improvement Program within the stated time schedule and within Budget Guidelines.

Key Performance Result Measure(s)

% of Projects Completed

Project Title: Metro ADMP
Project No: 625
Managing Dept: Flood Control District

Project Narrative

This project includes the following sub-project(s):

24th Avenue/Camelback Basin

The purpose of the Drainage Study is to identify the extent of flooding problems, and to provide flood protection and public safety of the local residents and adjacent businesses, in the vicinity of 24th Avenue and Camelback Road. There are two major objectives of the study. The first is to develop a comprehensive list of known flooding problems impacting the study area to document need and necessity for the project, and public information. The second is to develop a plan to reduce the flooding for the area. The City of Phoenix funding is included in its recently passed bond program. The District and Phoenix will cost share this project and responsibility will be included in the Memorandum of Understanding and future IGA. Phoenix will be the lead agency for this project.

Funding Summary

Potential cost-sharing with the City of Phoenix contributing 50% and the Flood Control District contributing 50% from the Flood Control District Capital Projects Fund (Fund 990).

Project Cost Summary

The total budget for this project is $3.5 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $180,000.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$150,000	$250,000	$ -	$ -	$ -	$ 400,000	$ 400,000
Construction	-	-	-	3,100,000	-	-	3,100,000	3,100,000
Other Costs-Force Acct Labor	-	30,000	-	-	-	-	30,000	30,000
Project Total	**$ -**	**$180,000**	**$250,000**	**$3,100,000**	**$ -**	**$ -**	**$3,530,000**	**$3,530,000**

Operating Cost Summary

Operating costs will be negligible.

Performance Impact

Strategic Goal(s) Addressed

The Flood Control District will conduct two studies each year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.

Key Performance Result Measure(s)

% of Projects Completed

Special Districts - Library District

Summary

The Library District must submit all proposals for potential projects to the Facilities Review Committee (FRC). Please refer to pages 4 – 5 for a full explanation of the FRC process. The Library District's proposed capital improvement project is consistent with the District's 10-year financial forecast.

Project Detail

	PRIOR YEARS	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	5-YR TOTAL (FY 2003-07)	TOTAL PROJECT
LIBRARY DISTRICT CAPITAL PROJECTS (Fund 440)								
New Projects								
Library District Administration Building	$ -	$ 1,102,200	$ 1,448,440	$ -	$ -	$ -	$ 2,550,640	$ 2,550,640
Subtotal New Projects	$ -	$ 1,102,200	$ 1,448,440	$ -	$ -	$ -	$ 2,550,640	$ 2,550,640
TOTAL FUND 440	**$ -**	**$ 1,102,200**	**$ 1,448,440**	**$ -**	**$ -**	**$ -**	**$ 2,550,640**	**$ 2,550,640**

Project Title: Library District Administration Building
Project No: 2000128127
Managing Dept: Library District

Project Narrative

This project will result in the construction of an admin building for the Library District to house the District's Administration, Outreach and Information Technology functions. Land is to be purchased from the Parks and Recreation Department (Enhancement Fund). Also, located within this facility will be offices for the Flood Control District and a "One-Stop Shop" for Planning & Development.

Project Cost Summary

The total budget for this project is $2.5 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $1.1 million. Construction will begin in 2003 with completion in 2004.

	Prior Years	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07	5-Year Total	Total Project
Programming/Design/Land/ROW		$ 497,500	$ 37,500	$ -	$ -	$ -	$ 535,000	$ 535,000
Construction	-	$ 604,700	$ 1,410,940	-	-	-	2,015,640	2,015,640
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,102,200**	**$ 1,448,440**	**$ -**	**$ -**	**$ -**	**$ 2,550,640**	**$ 2,550,640**

Funding Summary

This project is funded 100% by the Library District appropriated fund balance and budgeted in the Library District Capital Projects Fund (Fund 440).

Operating Cost Summary

Operating costs associated with the facility are budgeted by the user department in conjunction with Facilities Management. The estimated operating costs upon completion in FY 03-04 total $34,250.

	Current Year	Year 1 FY 02-03	Year 2 FY 03-04	Year 3 FY 04-05	Year 4 FY 05-06	Year 5 FY 06-07
Current Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	34,250	84,350	86,880	89,550
Subtotal	$ -	$ -	$ 34,250	$ 84,350	$ 86,880	$ 89,550
Net Impact	**$ -**	**$ -**	**$ 34,250**	**$ 84,350**	**$ 86,880**	**$ 89,550**

Performance Impact

Strategic Goal(s) Addressed

- By June 2003, reduce annual turnover of regular status staff to 10% or less through targeted recruitment, appropriate placement of staff, improved reward and recognition systems, enhanced training and market-based compensation (as verified on an annual basis).

Project Title: **Library District Administration Building (continued)**

- By January 2003, develop and implement a comprehensive and on-going marketing and public relations campaign that provides current and in-coming residents with info about our services and presents MCLD locations as inviting places to visit, work and/or volunteer.

Key Performance Result Measure(s)

% of Department Employees reporting satisfaction with Management Practices and Effectiveness/Efficiency

% of Department Employees reporting satisfaction with Department

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Debt Service

Debt Management Plan

Introduction to Debt

The purpose of Maricopa County's debt management plan is to set forth the parameters for issuing debt and to manage the debt portfolio and provide guidance to decision makers regarding the timing and purposes for which debt may be issued.

Provisions of the debt plan must be compatible with the County's goals pertaining to the capital program and budget, the financial plan, and the operating budget. The County's debt plan strikes an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to enable the County to respond to unforeseen circumstances and new opportunities that may benefit the County. This document is not intended to review the County's total financial position. It is a study of the County's debt position, as growth in the County could result in an increased need for capital financing. The County's debt issuance program should be driven by revenues, as well as needs.

Decisions regarding the use of debt will be based in part on the long-term needs of the County and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. A disciplined, systematic approach to debt management should allow the County to enhance its credit ratings.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2001. The tables have been compiled by the Department of Finance. Portions of this Debt Management Plan are contained in the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2001. A copy of the CAFR can be viewed at: http://www.maricopa.gov/finance.

Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificate of participation obligations may not be debt under strict legal definitions, they still require future appropriations, and are a fixed charge. These lease payments and other non-bond obligations are added as defacto debt by most security analysts when calculating an issuers debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance infrastructure. The following chart illustrates the amount of debt, as well as, categories of outstanding debt for the fiscal year ended June 30, 2001. The amounts shown as outstanding are after the July 1, 2001, accrual for payment of principal and interest (if applicable). The debt service expenditures are accrued in the current period (before they are due and payable) because the resources are available in a dedicated debt service fund and the interest and principal payments are due and payable early in the following fiscal year.

DEBT SERVICE REQUIREMENTS TO MATURITY
All Categories of Debt
Principal and Interest
Maricopa County, Arizona
As of June 30, 2001

	Fiscal Year Ended June 30th				
Category of Bonds	**1997**	**1998**	**1999**	**2000**	**2001**
BONDS					
General Obligation	$168,431,175	$142,506,430	$116,542,735	$90,592,460	$64,650,785
Stadium District (1 & 2)	76,633,420	72,270,175	67,909,481	63,543,961	59,186,805
Special Assessment (1)	843,895	696,604	1,264,278	961,761	789,314
Housing Department	160,543	144,220	125,568	107,460	89,900
Certificates of Participation (3)	36,344,399	32,919,169	26,205,737	28,157,581	32,001,120
NOTES PAYABLE					
Housing Department (4)	17,973,888	17,973,888	17,973,888	0	0
LOANS PAYABLE					
Housing Department	3,749,800	3,490,206	3,243,884	2,997,562	2,751,240
CAPITAL LEASE					
Enterprise Funds	2,964,566	2,137,120	1,191,850	633,070	232,792
Long-Term Debt Acct. Group	10,459,924	20,459,172	20,295,592	21,335,458	16,626,805
LEASE REVENUE BONDS					
Enterprise Funds	0	0	0	0	28,411,555
Long-Term Debt Acct. Group	0	0	0	0	144,628,686
INSTALLMENT PURCHASE AGREEMENTS					
Enterprise Funds					3,527,300
TOTAL	$317,561,610	$292,596,984	$254,753,013	$208,329,313	$352,896,302

Notes:
(1) Does not represent an obligation of the County.
(2) The principal and interest on the Second Subordinate Capital Appreciation Net Revenue Bonds ($6,137,043) and the IGA City of Mesa Municipal Development Corporation Revenue Bonds Series 1996B ($8,605,000) have been excluded from the above schedule as the timing of the repayments cannot be determined due to these bonds having variable interest rates and other factors affecting future payments. Included in the Stadium District revenue bonds are Stadium District debt with governmental commitment (IGA Peoria Sports Complex Series 1993A) which are obligations issued by other municipalities on behalf of the Stadium District. Under the Intergovernmental Agreement (IGA), the Stadium District has agreed to pay principal and interest due on the bonds from Stadium District revenue.
(3) Includes amounts applicable to the Enterprise Funds and the General Fund.
(4) Under the direction of the U.S. Department of Housing and Urban Development (HUD) Public Housing Authority GAAP Conversion Guide dated January 1, 2000, Maricopa County will no longer report a liability for the $17,973,888 of Housing Department permanent notes and interest.

Financing Alternatives

The County evaluates all potential funding sources before considering which method of financing may be the most appropriate. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private sector contributions through impact fees or public/private partnerships; and leasing.

There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- A vehicle to deal with temporary cash flow difficulties. This arises when cash receipts do not follow the same pattern as cash outlays.

- To handle unexpected costs resulting from natural emergencies or other significantly unexpected events.
- In anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the true, final costs of a project are known.

Pay-As-You-Go Financing

This method means that capital projects are paid for from the government's current revenue base. The County does not issue bonds and does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The County is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since contributions can be reduced in a given budget year, pay-as-you-go contributions provide greater budgetary flexibility than does a debt issue. The County's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the County's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area after the expenditure is made. If a jurisdiction is forced to finance the expenditure within a single budget, the large capital outlay required for some projects may result in an onerous tax burden. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies.

Grants

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from the federal and state governments. Often they require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

Short-Term Borrowing (Notes)

Tax Anticipation Notes (TAN's) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating moneys to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

Lines and Letter of Credit – Where their use is judged by the Chief Financial Officer to be prudent and advantageous to the County, the County has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit. Any agreement with financial institutions for the acquisition of lines or letters of credit shall be approved by the Board of Supervisors.

The County last issued a TAN in August 1995 for $40 million which matured on July 31, 1996. The TAN was retired and the County has not needed to issue additional TAN's.

General Obligation Bonds (Go)

Bond security is the taxing power of the state or local government, as referenced in the A.R.S., Title 35, Chapter 3, for new GO bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a GO bond secured by its full faith and credit attaches to that issue its broadest pledge. This makes the security of these bonds very high. The full faith and credit backing of a GO bond includes the pledge of all general revenues, unless specifically limited, as well as, the legal means to raise tax rates to cover debt service. The public entity is authorized to levy property taxes or to draw from other unrestricted revenue streams such as sales or income taxes to pay the bond's principal and interest. Interest rates on these bonds are generally lowest of any public securities due to this superior security. Prior to issuance, Arizona GO bonds must have a majority vote approval from the residents of the County.

Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues, often revenues generated by a project funded out of debt proceeds. Revenue bonds are designed to be self-supporting through user fees or other special earmarked receipts. The general taxing powers of the jurisdiction are not pledged. The debt created through the issuance of revenue bonds is to be repaid by the earnings from the operations of a revenue producing enterprise, from special taxes, or from contract leases or rental agreements. County revenue bonds do not burden the constitutional or statutory debt limitation placed on the County because they are not backed by the full faith and credit of the issuer. The underlying security is the only revenue stream pledged to pay the bond principal and interest.

Certificates of Participation (COP)

COP's represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations being made by the County for that purpose. Rating agencies typically give COP issues a grade below that of General Obligation Bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of twenty-five years for the purchase or improvement of real property.

Lease-Purchase

Lease-Purchase financing provides long-term financing through a lease (with a mandatory purchase provision). This method does not constitute indebtedness under a state or local government's constitutional debt limit and does not require voter approval. In a lease-purchase transaction, the asset being financed can include new capital asset needs or assets under existing lease agreements.

Installment Purchase Agreement

Same as a lease purchase agreement with the exception that the County takes title to the property up front.

Special Assessment Bonds

Special Assessment Bonds are issued to districts that are within a legally designated geographic area located within the County, which through the consent of the affected property owners, pay for basic infrastructure and public improvements to the area through a supplemental assessment. This

financing approach achieves the objective of tying the repayment of debt to those property owners who most directly benefit from the improvements financed.

Debt Limit

The Arizona Constitution, Article 9, Section 8, states that a County may become indebted for an amount not to exceed fifteen percent of taxable property.

The following table represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

2000-01 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2000-01 Secondary Assessed Valuation	$	20,877,715,546
15% of Secondary Assessed Valuation	$	3,131,657,332
Less: GO Bonded Debt Outstanding		(58,205,000)
Plus: GO Debt Service Fund Balance		0
Unused Fifteen Percent Borrowing Capacity	$	3,073,452,332

Rating Agency Analysis

An independent assessment of the relative credit worthiness of municipal securities is provided by rating agencies. They furnish letter grades that convey each company's assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

Moody's Investors Service, Standard and Poor's Corporation, and Fitch IBCA are the three major rating agencies that rate municipal debt. The rating agencies provide a rating assessment of credit worthiness for Maricopa County. There are five primary factors that comprise their ratings:

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt Management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate the proposed debt issuance. The following shows how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS Explanation of corporate/municipal bond ratings	RATING AGENCIES		
	Fitch	Moody's	Standard & Poor's
Premium quality	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominantly speculative	BB	Ba	BB
Speculative, low grade	B	B	B
Poor to default	CCC	Caa	CCC
Highest speculation	CC	Ca	CC
Lowest quality, no interest	C	C	C
In default, in arrears	DDD		DDD
Questionable value	DD		DD
	D		D

Note:
Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Debt Rating

Maricopa County received bond ratings from Fitch IBCA and Moody's Investors Service on December 4, 2001, and December 6, 2001, respectively. Moody's Investors Service Press Release dated December 6, 2001, states that the bond rating "reflects the county's well managed financial position, a large and diverse economic base, which continues to experience significant growth but at a slower rate than previously, a low debt position and continued exposure to operational risk at Maricopa Integrated Health Systems. The stable rating outlook reflects our belief that the county will continue to implement prudent strategies designed to limit its financial exposure to the medical center as well as maintain stable operations through careful financial planning."

The following illustrates a history of the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AA	12/4/01	Aa3	12/6/01	A+	4/11/97
	AA	4/5/00	Aa3	5/26/00	A	5/27/94
			A-1	11/6/98	AA	6/2/76
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		
			Aa	12/6/72		
Stadium District Revenue Bonds			Aaa (1)		AAA (1)	

(1) First lien bonds are insured, no underlying rating. Second subordinate capital appreciation bonds were a private placement, therefore, they were not rated or insured.

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County, which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. This analysis focuses on commonly used ratios instead of creating customized ones.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

OUTSTANDING DEBT	Audited 6/30/00	Audited 6/30/01	Projected 6/30/02	Projected 6/30/03
General Obligation	$79,595,000	$58,205,000	$39,350,000	$20,000,000
Less: Amount avail. for Retirement of General Obligation Debt	0	0	0	0
Capital Lease - General Long Term Debt Account Group (GLTDAG)	18,121,511	14,225,356	11,353,090	8,828,270
Certificate of Participation (GLTDAG)	17,222,210	13,575,119	9,804,315	5,808,084
Lease Revenue Bonds (GLTDAG)		104,355,000	91,558,756	78,031,179
Direct Net Debt	$114,938,721	$190,360,475	$151,066,161	$112,667,533
Overlapping Debt (1)	5,159,228,001	4,999,831,866	5,000,000,000	5,000,000,000
Overall Net Debt	$5,274,166,722	$5,190,192,341	$5,152,066,161	$5,112,667,533
Population Estimate (2)	2,879,492	3,072,149	3,179,674	3,290,963
Full Value of Taxable Property (3)	$142,792,237	$160,906,987	$175,388,616	$191,173,591
Ratios (4)				
Direct Net Debt Per Capita	$39.92	$61.96	$47.82	$34.24
Overall Net Debt Per Capita	$1,831.63	$1,689.43	$1,620.31	$1,553.55
Direct Net Debt As Percentage Of Full Value Property	.0805%	.1183%	.0867%	.0589%
Overall Net Debt As % Of FV Property	3.69%	3.23%	2.94%	2.67%
FV Property Per Capita	$49,589.38	$52,376.04	$55,159.31	$58,090.47

Notes:

(1) Projected overlapping debt was based on a 0% increase for 2002 and 2003, and rounded to $5 million.

(2) Source: Arizona Department of Economic Security. Projection for 2002 and 2003 was based on a 3.50% growth rate.

(3) Taxable Property Estimates: 2001 provided by the Assessor's Office; 2002 and 2003 based on 9% estimated annual growth; amounts are in billions (000's omitted).

(4) Summary of Debt Ratios:

- Direct net debt per capita = Direct net debt/Population

- Overall net debt per capita = Overall net debt/Population
- Direct net debt as a percentage of full value property (FV) = Direct net debt/FV property
- Overall net debt a percentage of FV property = Overall net debt/FV property
- FV property per capita = FV property/Population

The following sections of the Debt Management Plan contain information on the obligations of Maricopa County by debt type.

General Obligation Bonds

Long-term General Obligation Bonds shall be issued to finance significant capital improvements for purposes set forth by voters in bond elections. Interest rates on these bonds are generally lowest of any public securities. Prior to issuance, Arizona GO Bonds must have a majority vote approval from the residents of the County.

The County's General Obligation Bonds currently outstanding were the result of the 1986 general election where the voters authorized the County to issue long term debt. The resulting proceeds from the sale of the bonds were used for the purpose of making improvements in the County which included Criminal and Civil Courts Facilities, Juvenile Court – Juvenile Treatment and Detention Facilities, Law Enforcement and Public Safety, Regional Park Improvements, Environmental Protection, Sanitary Landfill, Public Health Facilities, Infrastructure, Communication Improvements, etc.

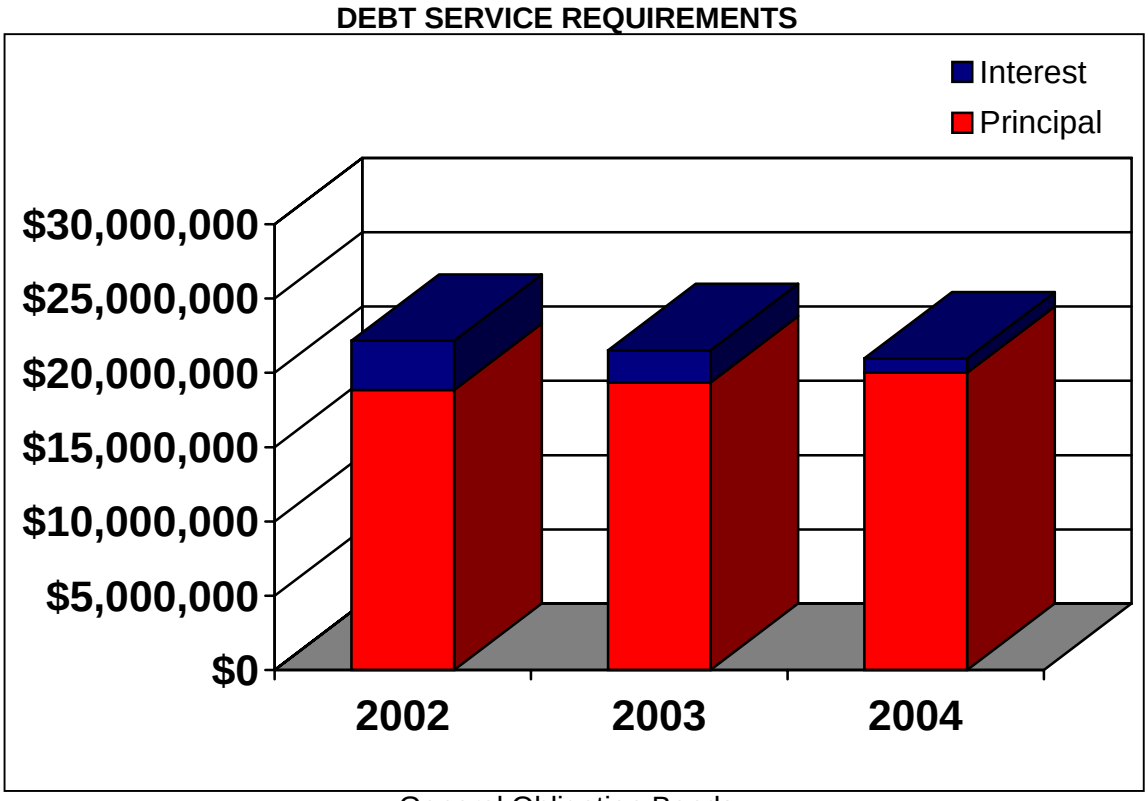
The following tables and chart illustrate the existing debt service for the outstanding general obligation bonded debt currently paid by ad valorem taxes.

DEBT SERVICE REQUIREMENTS TO MATURITY
General Obligation Bonds
Maricopa County, Arizona
As of June 30, 2001

FY End June 30th	Principal	Interest	Debt Service
2002	$ 18,855,000	$ 3,305,035	$ 22,160,035
2003	19,350,000	2,165,750	21,515,750
2004	20,000,000	975,000	20,975,000
TOTAL	$ 58,205,000	$ 6,445,785	$ 64,650,785

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2001

Bond Issue	Amount
1992 Bond Issue – Refunding	$ 950,000
1992 Bond Issue – Refunding	34,250,000
1986 Bond Issue – Series D (1993)	22,000,000
1994 Bond Issue – Refunding (1994A Tax Exempt)	335,000
1995 Bond Issue – Refunding	670,000
TOTAL	$ 58,205,000



General Obligation Bonds

Stadium District

The Stadium District was formed through action of the Maricopa County Board of Supervisors in September 1991 pursuant to the A.R.S., Title 48, Chapter 26. The Stadium District has two purposes:

- To oversee the operation and maintenance of Bank One Ballpark, a major league baseball stadium, and
- Enhance and promote major league baseball spring training in the County through the development of new, and the improvement of, existing baseball training facilities.

To accomplish this purpose, the Stadium District possesses the statutory authority to issue special obligation bonds to provide financial assistance for the development and improvement of baseball training facilities located within the County. Ten major league baseball teams hold spring training in Arizona as part of the Cactus League: California Angels, Chicago Cubs, Colorado Rockies, Milwaukee Brewers, Oakland Athletics, San Diego Padres, San Francisco Giants, Seattle Mariners, Chicago White Sox and Arizona Diamondbacks.

The Stadium District Revenue Bonds are special obligations of the District. The bonds are payable solely from pledged revenues, consisting of car rental surcharges levied and collected by the District pursuant to A.R.S., Title 48, Chapter 26, Article 2, §48-4234. Under the statute, the District may set the surcharge at $2.50 on each lease or rental of a motor vehicle licensed for hire, for less than one year, and designed to carry fewer than 15 passengers, regardless of whether such vehicle is licensed in the State of Arizona. The District Board of Directors initially levied a surcharge at a rate of $1.50 beginning in January 1992. The District Board of Directors increased the surcharge to $2.50, the maximum amount permitted by statute, in January 1993. The bonds do not constitute a debt or a pledge of the faith or credit of Maricopa County, the State of Arizona, or any other political

subdivision. The payment of the bonds is enforceable solely out of the pledged revenues and no owner shall have any right to compel any exercise of taxing power of the District, except for surcharges.

The following provides additional information regarding the Stadium District's Subordinate Debt and Second Subordinate Debt.

Subordinate Debt

On June 1, 1993, the City of Peoria issued $24,160,000 of 1993 Series A Bonds on behalf of the Stadium District to construct the Peoria Sports Complex for use by the San Diego Padres and the Seattle Mariners. The Stadium District entered into an Intergovernmental Agreement (IGA) with the City of Peoria and the City of Peoria Municipal Sports Complex Authority, pursuant to which the Stadium District has agreed to pay the principal and interest payments due on the bonds from Stadium District Revenues. Stadium District Revenues in the Peoria Subordinated Obligation Sub-account remain subject to the pledge and priority lien of the Stadium District Bonds.

Second Subordinate Debt

On April 1, 1996, the City of Mesa Municipal Development Corporation issued $10,000,000 of Revenue Bonds Series 1996B on behalf of the Stadium District. Pursuant to the terms of an IGA with the City of Mesa, the Stadium District will, as certain specified revenues become available in the future, repay the City of Mesa an amount equal to the debt service associated with the Series 1996B Bonds, plus certain expenses relating thereto.

The bonds are secured solely by the City of Mesa's obligation to make payments under the lease and its pledge of excise taxes to secure such obligation. The bonds are re-marketed by their re-marketing agent at an annual interest rate necessary to market such bonds at prices equal to 100% of the principal amounts thereof, which is not to exceed 15%.

On March 10, 1997, the Stadium District issued $10,000,000 in Second Subordinate Capital Appreciation Net Revenue Bonds to assist in the construction of the City of Phoenix Maryvale Baseball Park for use by the Milwaukee Brewers. Pursuant to terms of the agreement, the Stadium District will, as certain specified revenues become available in the future, prepay the bonds.

The following tables illustrate the existing debt service for the outstanding Stadium District Revenue Bonds and Second Subordinate Bonds.

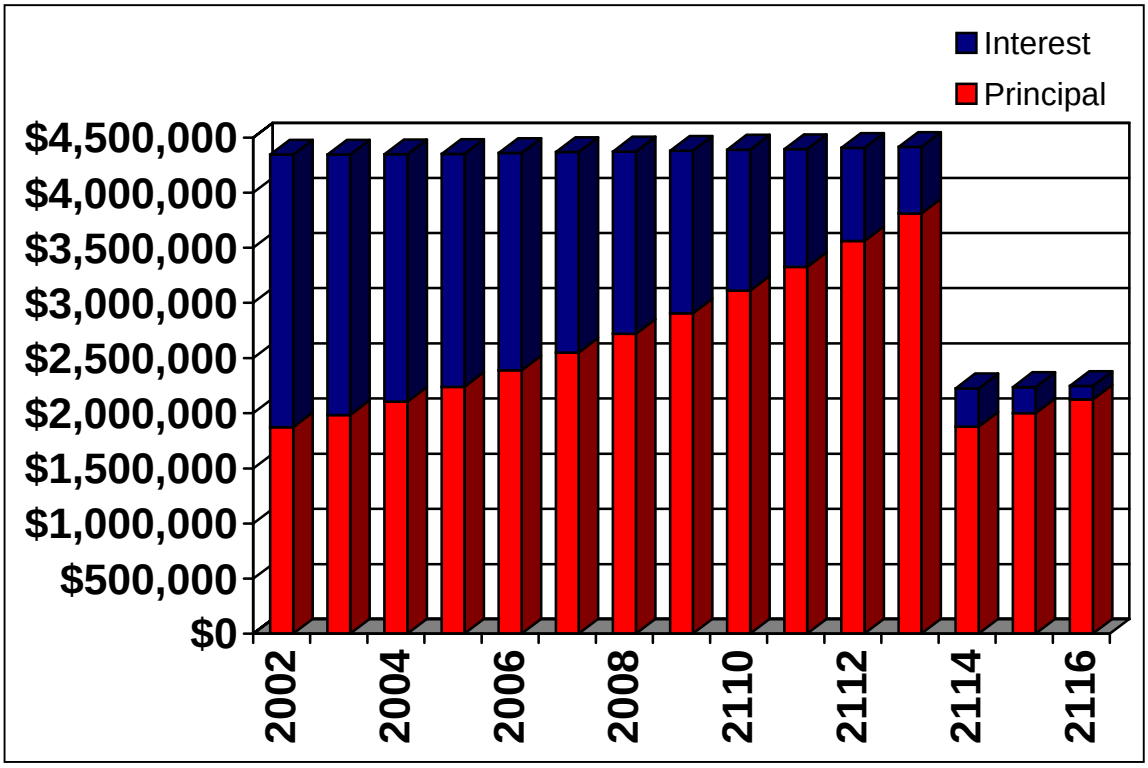
DEBT SERVICE REQUIREMENTS TO MATURITY
Stadium District Revenue Bonds
Maricopa County, Arizona
As of June 30, 2001

FY End June 30th	Principal	Interest	Debt Service
2002	$ 1,875,000	$ 2,470,683	$ 4,345,683
2003	1,985,000	2,361,105	4,346,105
2004	2,105,000	2,242,300	4,347,300
2005	2,240,000	2,111,295	4,351,295
2006	2,390,000	1,970,037	4,360,037
2007	2,550,000	1,817,592	4,367,592
2008	2,720,000	1,652,818	4,372,818
2009	2,905,000	1,476,108	4,381,108
2110	3,110,000	1,280,378	4,390,378
2111	3,325,000	1,070,388	4,395,388
2112	3,560,000	845,322	4,405,322
2113	3,810,000	604,118	4,414,118
2114	1,880,000	345,287	2,225,287
2115	2,000,000	237,187	2,237,187
2116	2,125,000	122,187	2,247,187
TOTAL	$ 38,580,000	$ 20,606,805	$ 59,186,805

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2001

Bond Issue	Amount
Series 1993A	$ 10,265,000
Series 1993B	1,375,000
Series 1996	8,565,000
IGA Peoria Sports Complex Series 1993A	18,375,000
Sub-Total	$ 38,580,000
<u>Second Subordinate Obligation</u>:	
Capital Appreciation Bonds	6,137,043
IGA Mesa Municipal Development Corporation Series 1996B	8,605,000
Sub-Total	$ 14,742,043
TOTAL	$ 53,322,043

DEBT SERVICE REQUIREMENTS
Stadium District Revenue Bonds



Note:
The principal and interest on the Second Subordinate Capital Appreciation Net Revenue Bonds ($6,137,043) and the IGA City of Mesa Municipal Development Corporation Revenue Bonds Series 1996B ($8,605,000) have been excluded from the Debt Service Requirements To Maturity and the Debt Service Requirements graph as the timing of the repayments cannot be determined due to these bonds having variable interest rates and other factors affecting future payments. Included in the Stadium District revenue bonds are Stadium District debt with governmental commitment (IGA Peoria Sports Complex Series 1993A) which are obligations issued by other municipalities on behalf of the Stadium District. Under an Intergovernmental Agreement (IGA), the Stadium District has agreed to pay principal and interest due on the bonds from Stadium District revenue..

Special Assessment Districts

A Special Assessment District (Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of fifty-one percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established. County Improvement Districts are further described in A.R.S., Title 48, Chapter 6, Article 1.

With the Board of Supervisors acting as the Board of Directors for each district, approval of an engineer, and the approval of plans, specifications and cost estimates soon follow. Each of these early phases of the improvement district process contains regulations for public notification through posting of the property, publication in the local newspaper, and the set up of a protest period.

Once the Board approves the awarding of the bid, construction follows. Since the residents pay these improvements, an assessment is levied against each property owner. Depending on the type

of improvement, some assessments are carried on the property tax roll, while others are collected through the Improvement District Office. If the property owners are unable to prepay the improvement assessment within 30 days after the completion of the work, bonds are sold for the balance of the construction amount. The bonds are collateralized by properties within the district. The receivable is held by the Improvement District, and billed on a semi-annual basis.

In cases of a delinquent payment of an assessment, the lien including penalty and interest may be sold at a public auction. If there is no purchaser for the lien, the District (not the County) will assume, as a general obligation, the amount of the assessment and interest accruing thereon.

The following table illustrates the outstanding principal amount by issue for the Assessment District Bonds.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2001

Bond Issue		Amount
Boulder	$	3,265
158th Street		600
Grandview Manor		41,600
Queen Creek Water		242,009
Fairview Lane		8,346
East Fairview Lane		21,164
White Fence Farms		55,053
104th Place/University Drive		27,212
Central Avenue		161,215
Billings Street		5,096
TOTAL	$	565,560

Housing Department

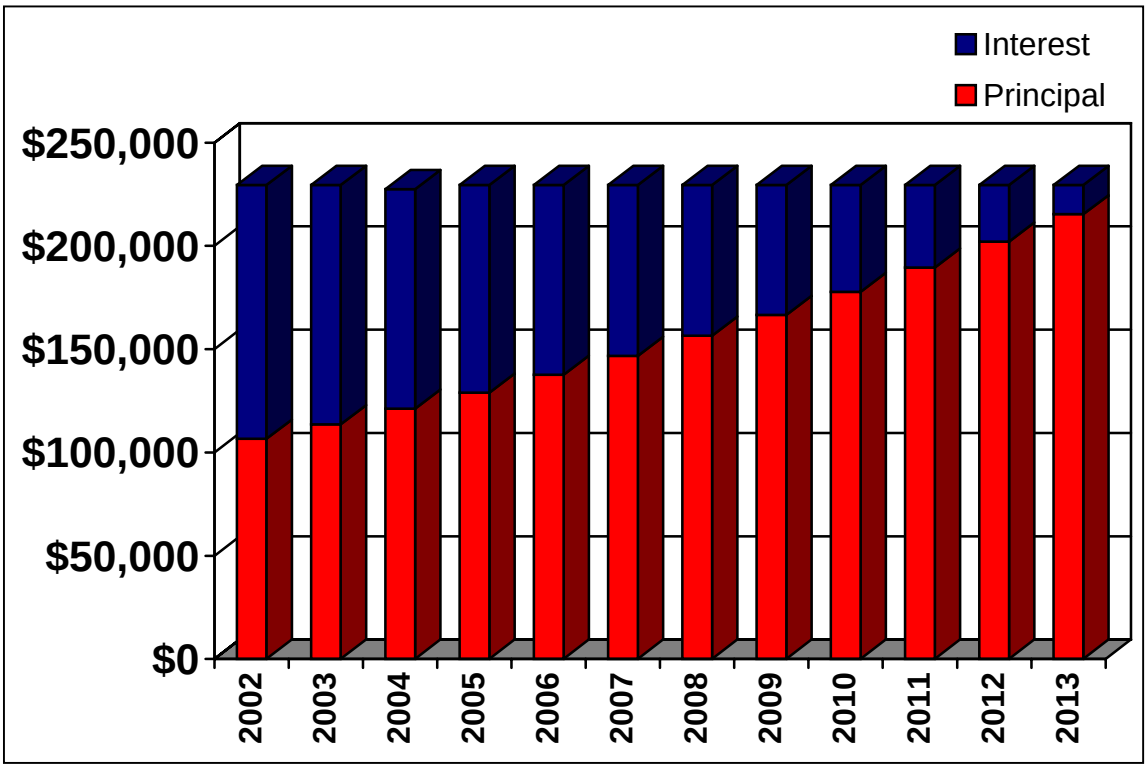
These bonds are due annually in varying principal and interest amounts, and are payable from Federal government subsidies.

The Housing Department loans payable at June 30, 2001, consisted of the following outstanding notes. The Department sold notes to the Federal Financing Bank. These notes will be repaid through Federal government subsidies.

DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Loans Payable
Maricopa County, Arizona
As of June 30, 2001

FY End June 30th	Principal	Interest	Total Debt Service
2002	$ 106,577.64	$ 122,858.96	$ 229,436.60
2003	113,611.76	115,824.84	229,436.60
2004	121,110.14	106,326.46	229,436.60
2005	128,828.52	100,608.08	229,436.60
2006	137,606.09	91,830.51	229,436.60
2007	146,688.09	82,748.51	229,436.60
2008	156,369.50	73,067.10	229,436.60
2009	166,517.98	62,918.62	229,436.60
2010	177,680.08	51,756.52	229,436.60
2011	189,406.96	40,029.64	229,436.60
2012	201,907.82	27,528.78	229,436.60
2013	215,194.86	14,241.74	229,436.60
TOTAL	$ 1,861,499.44	$ 889,739.76	$ 2,751,239.20

DEBT SERVICE REQUIREMENTS
Housing Department Loans Payable

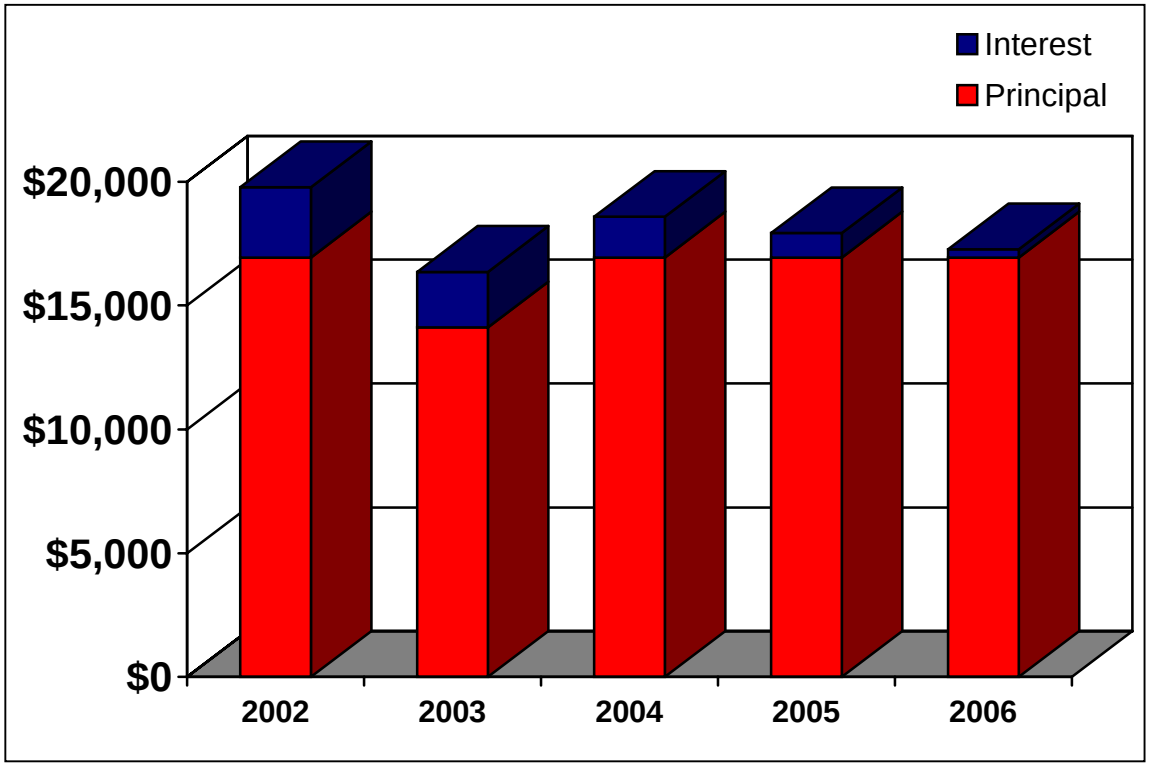


The following illustrates the debt service for the outstanding Public Housing bonds which are payable from Federal government subsidies.

DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Bonds
Maricopa County, Arizona
As of June 30, 2001

FY End June 30th	Principal	Interest	Total Debt Service
2002	$ 16,936.81	$ 2,843.98	$ 19,780.79
2003	14,114.01	2,242.37	16,356.38
2004	16,936.81	1,640.76	18,577.57
2005	16,936.81	984.46	17,921.27
2006	16,936.84	328.15	17,264.99
TOTAL	$ 81,861.28	$ 8,039.72	$ 89,901.00

DEBT SERVICE REQUIREMENTS
Housing Department Bonds



Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. The County's obligation to make lease payments are subject to annual appropriations being made by the County for that purpose.

On August 1, 1993, Maricopa County issued $3,850,000 of Certificates of Participation to assist in the acquisition, construction and equipping of the County's West Mesa Justice Court and Northwest Regional Probation Center facilities. Additionally, the proceeds were used for an advance refunding

of the Certificates of Participation Series 1989 and to prepay land purchase agreements the County had previously executed with the State of Arizona.

On August 1, 1994, Maricopa County Public Finance Corporation issued $30,000,000 of Certificates of Participation to assist in the acquisition of the County's Southeast Juvenile Court and Detention Center and its adult detention facility know as the Estrella Jail Complex.

On August 1, 1996, Maricopa County Public Finance Corporation issued $2,500,000 of Certificates of Participation to pay for the cost of a building for Maricopa County Regional School District 509.

On February 1, 2000, Maricopa County Public Finance Corporation issued $5,300,000 of Certificates of Participation to pay for the cost of construction for the Avondale Family Health Center.

On November 1, 2000, Maricopa County Public Finance Corporation issued $6,975,000 of Certificates of Participation to pay for the cost of construction for the Desert Vista Health Center.

The following illustrates the debt service for the outstanding Certificates of Participation.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2001

FY End June 30th	Enterprise Funds	General Long Term Account Group	Total Debt Service
2001 – 02	$ 1,463,133	$ 4,579,683	$ 6,042,816
2002 – 03	1,462,988	4,580,727	6,043,715
2003 – 04	1,468,532	4,482,259	5,950,791
2004 – 05	1,426,888	326,120	1,753,009
2005 – 06	1,424,465	326,695	1,751,160
After 2006	9,035,880	1,423,750	10,459,630
Total principal and interest	16,281,886	5,719,235	32,001,120
Amount representing interest	(4,457,033)	(2,144,116)	(6,601,149)
Total payable at June 30, 2001	$ 11,824,853	$ 13,575,118	$ 25,399,971

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2001

Certificate of Participation Issues	Amount
Series 1993 Certificates of Participation	$ 990,000
Series 1994 Certificates of Participation	10,995,000
Series 1996 Certificates of Participation	1,868,971
Series 2000 Certificates of Participation	5,006,000
Series 2000 Certificates of Participation	6,540,000
TOTAL	$ 25,399,971

Lease Revenue Bonds

On June 1, 2001, Maricopa County Public Finance Corporation issued $124,855,000 of Lease Revenue Bonds to pay for the acquisition, construction and equipment for the Public Service Building, Forensic Science Center, Superior Court Customer Service Center, parking garages and related projects. Under the terms of the bond indentures, the Corporation received the proceeds to construct and purchase these assets and the County will make lease payments to extinguish the debt. Lease payments will equal the aggregate amount of principal and interest due at the date.

Upon the final lease payment, the title to the assets will transfer to the County. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations being made by the County.

Lease Revenue Bonds FY End June 30th	Enterprise Funds	General Long- Term Debt Account Group	Total Debt Service
2001 – 02	$ 3,636,937	$ 18,513,782	$ 22,150,719
2002 – 03	3,593,655	18,293,455	21,887,110
2003 – 04	1,752,381	8,920,479	10,672,860
2004 – 05	1,754,779	8,932,681	10,687,460
2005 – 06	1,758,194	8,950,066	10,708,260
After 2006	15,915,609	81,018,223	96,933,832
Total principal and interest	28,411,555	144,628,686	173,040,241
Amount representing interest	(7,911,555)	(40,273,686)	(48,185,241)
Total payable at June 30, 2001	$ 20,500,000	$ $104,355,000	$ 124,855,000

Capital Leases (Lease-Purchase Obligations)

Maricopa County uses lease-purchase financing to expand its borrowing power. This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. However, because it is not likely that the County would be willing to forego the property, lease-purchase agreements are considered long-term obligations for policy planning purposes, regardless of the legal structure.

The security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed. The following schedule shows all outstanding capital leases as of June 30, 2001.

Capital Leases Maricopa County, Arizona Fiscal Year Ended June 30, 2001	
2001-02	$ 3,770,057
2002-03	3,052,467
2003-04	2,585,217
2004-05	2,523,711
2005-06	2,277,800
Thereafter	2,650,345
Total minimum lease payments	16,859,597
Less: Amount representing interest	(2,405,082)
Present value of net minimum lease payments	14,454,515

Installment Purchase Contracts Payable

The County has entered into installment purchase contracts payable for the acquisition of medical equipment used in the Medical Center Fund (Enterprise Fund), at a total purchase price of $3,278,464.

The future minimum payments required under the contracts at June 30, 2001, including interest varying from 4.50 to 5.82 percent, are as follows.

Installment Purchase Contracts Payable Maricopa County, Arizona Fiscal Year Ended June 30, 2001		
2001-02	$	555,306
2002-03		555,306
2003-04		555,306
2004-05		555,306
2005-06		555,306
Thereafter		750,770
Total minimum lease payments		3,527,300
Less: Amount representing interest		(504,189)
Present value of net minimum lease payments	$	3,023,111

Debt Policies

The County regularly updates its debt policies as an important tool to ensure the use of the County's resources meet its commitments to provide needed services to the citizens of Maricopa County and to maintain sound financial practices.

Administration of Policy

The Chief Administrative Officer is the Chief Executive of the County. With the exception of those responsibilities specifically assigned by state statute to the Chief Financial Officer, the Chief Administrative Officer is ultimately responsible for the approval of any form of County borrowing. The Chief Financial Officer coordinates the administration and issuance of debt, as designated by the Chief Administrative Officer.

The Chief Financial Officer is also responsible for attestation of disclosure and other bond related documents. References to the "Chief Administrative Officer or his designee" in bond documents are hereinafter assumed to assign the Chief Financial Officer as the "designee" for administration of this policy.

Use of Debt Financing

Debt financing includes General Obligation Bonds, Revenue Bonds, Certificates of Participation, Lease/Purchase agreements, and other obligations permitted to be issued or incurred under Arizona law.

Method of Sale

Debt issues of the County may be sold by competitive, negotiated, or private placement sale methods unless otherwise limited by state law. The selected method of sale will be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

Competitive Sale

The County will use the competitive sale method unless there are compelling reasons which indicate that a negotiated sale or private placement would have a more favorable result due to prevailing conditions in the market, a financing structure which requires special premarketing efforts, or factors are present that are expected to result in an insufficient number or competitive bids.

Negotiated Sale

When determined appropriate, the County may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Negotiated underwriting may be considered upon recommendation of the Chief Financial Officer.

Use of Bond Insurance

This is an insurance policy purchased by an issuer or an underwriter for either an entire issue or specific maturities. It will guarantee the payment of principal and interest, which in turn provides a higher credit rating and thus a lower borrowing cost for an issuer.

The present value of the estimated debt service savings from insurance should be at least equal to or greater than the insurance premium when insurance is purchased directly by the County. The bond insurance company will usually be chosen based on an estimate of the greatest net present value insurance benefit (present value of debt service savings less insurance premium).

Arbitrage Liability Management

Arbitrage is defined as the practice of simultaneously buying and selling an item in different markets in order to profit from a spread in prices or yields resulting from market conditions.

Arbitrage profits are made by selling tax-exempt bonds and investing the proceeds in higher-yielding taxable securities, when referencing municipal bonds. Municipal issuers are allowed to make arbitrage profits under certain restricted conditions. The sale of tax-exempt bonds primarily for the purpose for making arbitrage profits is prohibited by Section 103(c) of the Internal Revenue Code.

The Debt Management Division of the Department of Finance has established a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This includes tracking investment earnings on bond proceeds, using outside experts to assist in calculating rebate payments, preparing returns, and making payments in a timely manner in order to preserve the tax exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are met. The County structures its financing in such a way as to reduce or eliminate future Arbitrage Rebate liability, wherever feasible.

Selection of Professional Services

The Chief Financial Officer is responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program. Goals of the solicitation and selection process include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

Bond Counsel – To render opinions on the validity, enforceability and tax exempt status of the debt and related legal matters, and to prepare the necessary resolutions, agreements and other documents.

Financial Advisor – To advise on the structuring of obligations to be issued, inform the County of various options, advise the County as to how choices will impact the marketability of County obligations and provide other services as defined by contract. To ensure independence, the financial advisor will not bid on nor underwrite any County debt issues.

Competitive proposals will be taken periodically for services to be provided over a period of one year with annual renewal options.

Other professional services will be retained, when required, including managing underwriters, credit agencies, escrow agents, trustees, printers, and others. These services will be procured when in the best interest of the County by a competitive selection process.

Continuing Disclosure of County Financial Information

Annual financial statements and other pertinent credit information, including the Comprehensive Annual Financial Report (CAFR), will be provided by the County upon request. A copy of the CAFR can be viewed from the Maricopa County home page at: http://www.maricopa.gov/finance/. All material that has a pertinent bearing on County finances will be provided to the agencies that maintain a rating on County securities.

The Chief Financial Officer shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for future issuance's of its bonds will be available through the following recognized municipal repositories:

Bloomberg Municipal Repositories
100 Business Park Drive
Skillman, NJ 08558
Phone: (609) 279-3225
Fax: (609) 279-5962
Internet: munis@bloomberg.com

DPC Data Inc.
One Executive Drive
Fort Lee, NJ 07024
Phone: (201) 346-0701
Fax: (201) 346-0107
Internet: nrmsir@dpcdata.com

Interactive Data
Attn: NRMSIR
100 Williams Street
New York, NY 10038
Phone (212) 771-6899
Fax: (212) 771-7390
Email: nrmsir@ftid.com

Standard & Poor's
J.J. Kenny Repository
55 Water Street – 45th Floor
New York, NY 10041
Phone: (212) 438-4595
Fax: (212) 438-3975
Email: nrmsir_repository@sandp.com

The Securities and Exchange Commission released final "continuing disclosure" rules (the "Rules") for municipal bond issues on November 10, 1994, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than $1,000,000 after July 3, 1995, unless it has reasonably determined that an issuer has

undertaken to provide to the public information repositories on a continuing basis both annual financial information and notices of specified material events affecting the issuer or its securities.

This is applicable unless an exemption applies. The County intends to fully comply with the "continuing disclosure" rules.

Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed.

The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

Ratings

The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County's various debt obligations. The County will maintain a line of communication with the rating agencies informing them of major financial events in the County as they occur. Full disclosure of operations will be made to the bond rating agencies. County staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. A personal meeting with representatives of the rating agencies will be scheduled every few years or whenever a major project is initiated.

Modification to Policies

These policies will be reviewed annually and significant changes may be made with the approval of the County Administrative Officer. Significant policy changes will be presented to the Board of Supervisors for approval.

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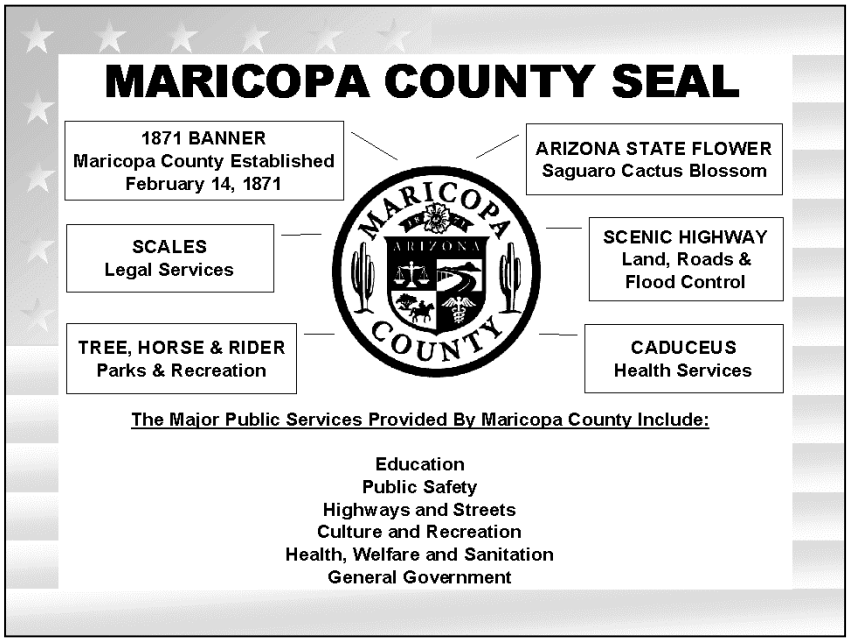
County At A Glance

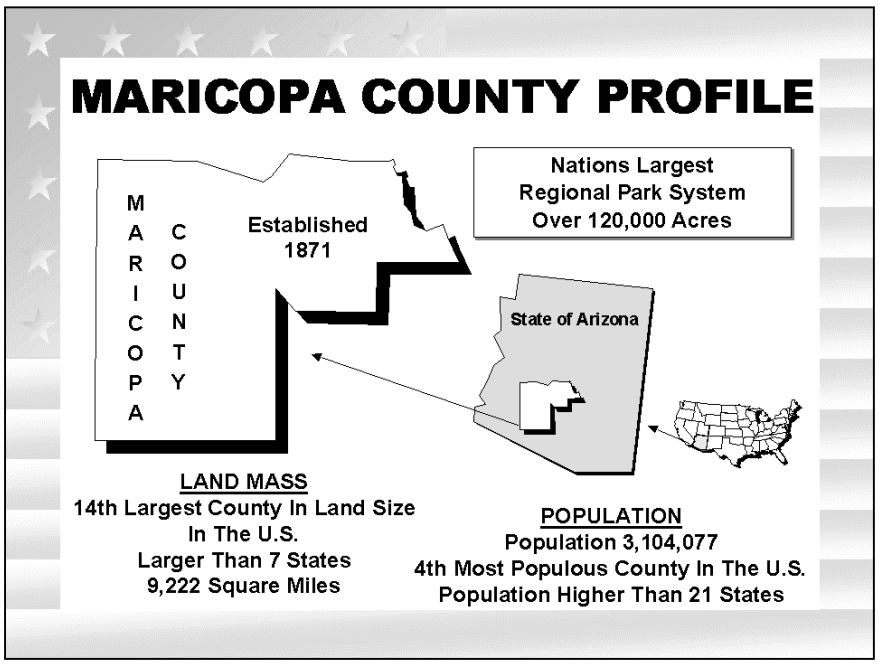
Profile

Created in 1871 Maricopa County is named after the Maricopa Indian Tribe that is known to have inhabited the area as early as 1775. Today, Indian Reservations make-up 5% of total land ownership while individuals and corporations own 29%, the Bureau of Land Management 28%, the U.S. Forest Service 11%, the State of Arizona 11%, leaving the remaining 16% publicly owned land.

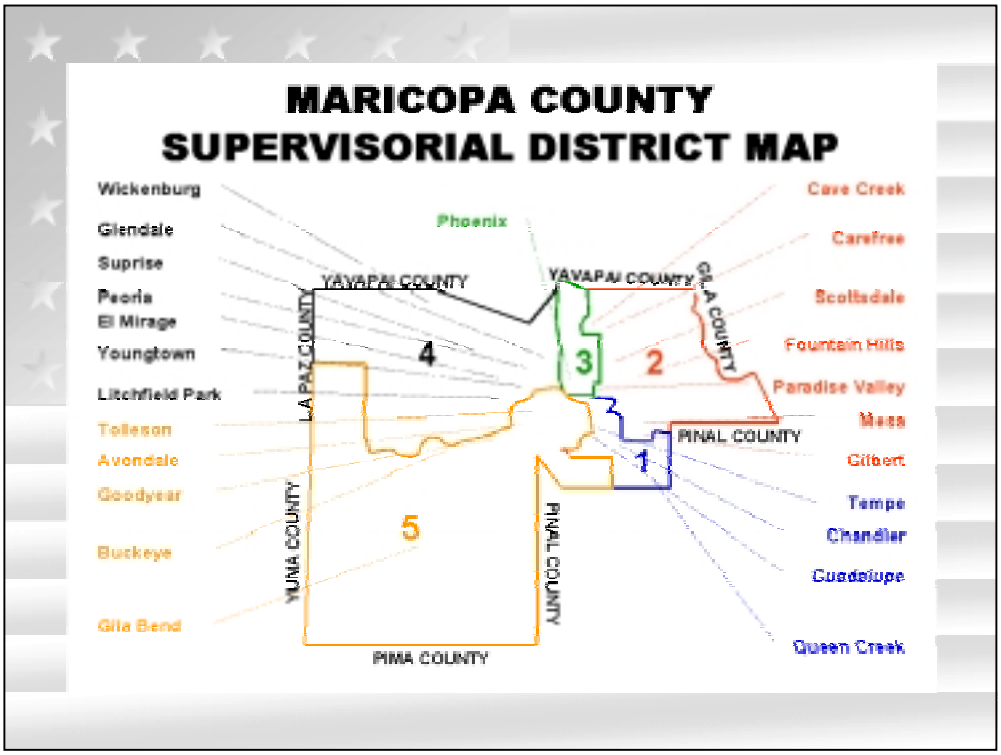
As one of the fastest growing counties in the nation, with a population of over 3.1 million, the County faces many challenges. These challenges may be viewed through Maricopa County's mission, *to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities*. The County seal shown on the chart at right provides a glimpse of the major public services provided to its citizens.



7,781 square miles of Maricopa County's total size of 9,222 square miles are *unincorporated* versus 1,441 *incorporated* square miles. The County is responsible for maintaining over 2,800 miles of roadway. Maricopa County houses the capital of the State of Arizona, Phoenix, and 28 additional cities within the County's outer boundaries. The County's boundaries have not changed since 1881. The County measures 132 miles from east to west and 103 miles from north to south. Within the boundaries are 9,124 square miles of land and 98 square miles of water, making it the 14th largest county in size in the United States. Maricopa County is larger than seven states (New Hampshire, Hawaii, Massachusetts, New Jersey, Connecticut, Delaware, Rhode Island) and the District of Columbia. It is also home to the nation's largest regional parks system measuring over 120,000 acres.



Maricopa County is Arizona's largest local government; it operates without powers of self-government. Accordingly, the State Legislature represents a key external factor whose actions greatly influence County finances and operations in five major areas: 1) State shared revenues; 2) State budget; 3) Tax law changes; 4) Mandates; and 5) County powers. Maricopa County has the largest population of the 15 counties in the State of Arizona. The Maricopa County Board of Supervisors is the governing body for the county. Each member represents one of the five supervisorial districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Members are elected to four-year terms and may serve an unlimited number of terms. A County Administrative Officer, appointed by the Board of Supervisors, is responsible for the administration of Maricopa County. The State Capital and County seat are located in Phoenix.



As demonstrated on the Maricopa County Supervisorial District Map above, Maricopa County has five supervisorial districts and twenty-five incorporated municipalities. The table below lists each supervisorial district of Maricopa County, the Board member, or Supervisor, population of each district, and incorporated municipalities.

	District 1	District 2	District 3	District 4	District 5
SUPERVISOR	Fulton Brock	Chairman, Don Stapley	Andrew Kunasek	Max W. Wilson	Mary Rose Wilcox
POPULATION	597,949	609,493	607,783	629,606	627,318
INCORPORATED MUNICIPALITIES	Tempe Chandler Guadalupe Queen Creek	Scottsdale Paradise Valley Cave Creek Carefree Fountain Hills Mesa Gilbert Apache Junction	Phoenix	Glendale Peoria El Mirage Surprise Youngtown Litchfield Park Wickenburg	Gila Bend Avondale Buckeye Goodyear Tolleson

Overlapping of district boundaries occurs in the following municipalities: Phoenix, Guadalupe, and Glendale.

Collectively, the cities of Maricopa County make up what is known as the Valley of the Sun. Maricopa County enjoys an average annual daily temperature of 72 degrees with 300 days of sunshine per year. Rainfall averages only 7.6 inches per year. The monthly average temperatures are listed below.

MARICOPA COUNTY MONTHLY AVERAGE TEMPERATURES

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Avg. Temp. (F)	53	57	62	69	78	88	93	91	85	74	61	54
Avg. Max. Temp. (F)	66	71	76	85	94	104	106	104	98	88	75	66
Avg. Min. Temp. (F)	41	45	49	55	64	73	81	79	73	61	49	42

Maricopa County offers a broad range of community and cultural facilities and activities. Professional sports prosper in Maricopa County. Teams include the Phoenix Suns of the National Basketball Association; the Phoenix Mercury of the Women's National Basketball Association; Arizona Diamondbacks of Major League Baseball; the Phoenix Coyotes of the National Hockey League; and the Arizona Cardinals of the National Football League. Maricopa County is home to many other professional sports and events including arena football, indoor soccer, roller hockey and thoroughbred and greyhound racing. College fans can enjoy inter-collegiate athletics also. There are golf tournaments sanctioned by the Professional Golf Association, Ladies Professional Golf Association and the Senior Professional Golf Association, such as the Phoenix Open. Maricopa County is home to the Phoenix International Raceway Indy and Sprint car racing, and the NASCAR Winston Cup race. Maricopa County owns several baseball stadiums, including the Bank One Ballpark, home to the 2001 World Series Major League Baseball team the Arizona Diamondbacks. The spring training baseball parks, located within the boundaries of Maricopa County, provide the majority of the Major League spring training games for Arizona's Cactus League.

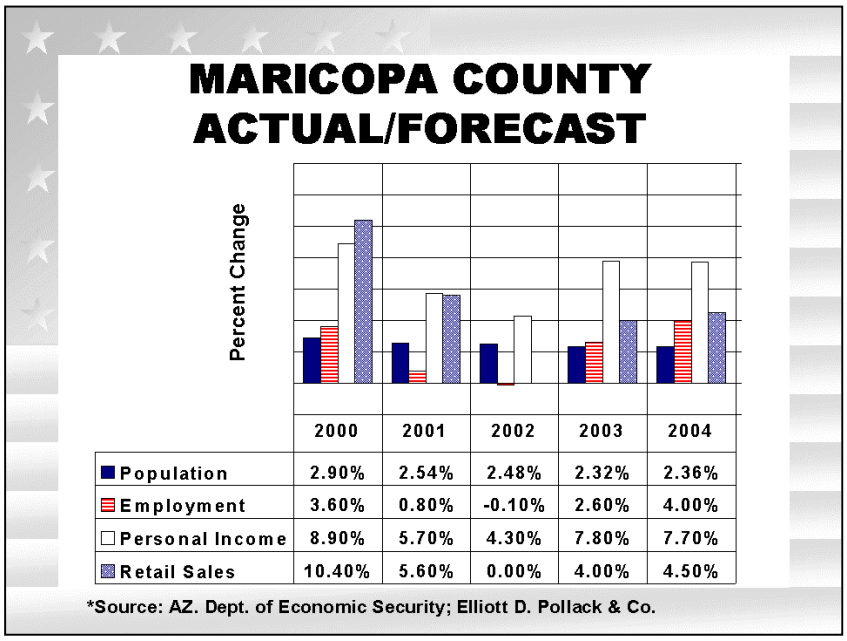
There are 26 major hospitals within the County including the County-owned Maricopa Medical Center that offers the only regional burn center in the State of Arizona. Maricopa County's Library District offers a North Central Regional Library, Southeast Regional Library, Northwest Regional Library, 10 branch libraries, a bookmobile, outreach services and books-by-mail for the homebound and visually impaired. There are 9 community colleges and 13 colleges and universities within the boundaries of Maricopa County.

Economy

As one of the fastest growing counties in the nation, Maricopa County must sustain it's ability to meet an ever-growing demand for services. The post September 11, 2001 events continue to impact Maricopa County's recessionary economy. The major areas hit hardest by the recession include manufacturing, transportation, tourism, construction and retail sales.

According to the *Economic Outlook 2002-03*, a publication of the University of Arizona, nearly 10,000 manufacturing jobs were lost Countywide since the beginning of the recession, in March 2001. Major airlines, such as America West Airlines, have suffered significant revenue losses. Private industry continues to suffer from unprecedented drops in corporate profits necessitating continued layoffs, cost-control programs and deep reductions in capital spending. Businesses resort to slashing prices in order to attract customers. These business decisions negatively impact profits.

The return to levels of "normalcy" appears to be on a slow track. Tourism including convention business remain below levels of a year ago in spite of the boost from four World Series games in Phoenix. Retail sales estimates are forecast to bottom-out during 2002. The 2nd quarter of FY 2001-02 retail sales represents the sharpest drop since the recessions of the early 1980s. The homebuilding industry remains strong due to reductions in interest rates, but, according to the *Economic Outlook 2002-03*, the industry is expected to soften in the coming months. Commercial construction vacancies are rising and construction activity is forecast to fall once new projects underway are completed.



	2000	2001	2002	2003	2004
Population	2.90%	2.54%	2.48%	2.32%	2.36%
Employment	3.60%	0.80%	-0.10%	2.60%	4.00%
Personal Income	8.90%	5.70%	4.30%	7.80%	7.70%
Retail Sales	10.40%	5.60%	0.00%	4.00%	4.50%

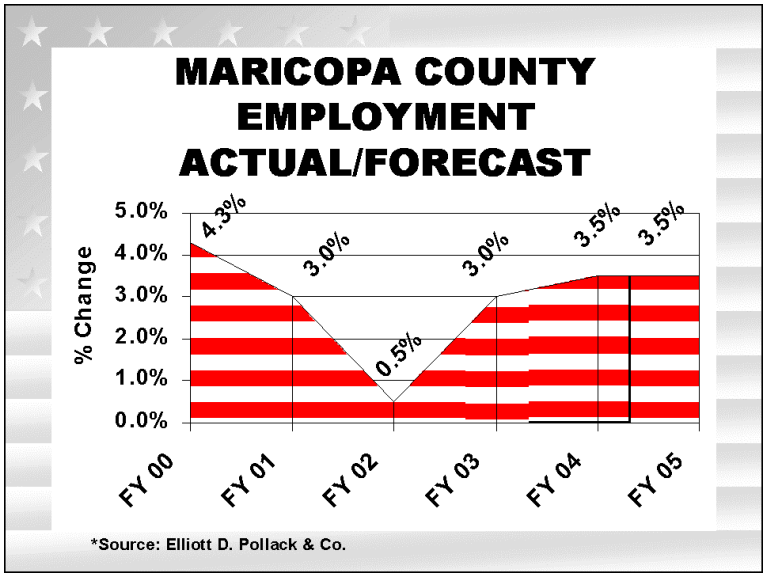
*Source: AZ. Dept. of Economic Security; Elliott D. Pollack & Co.

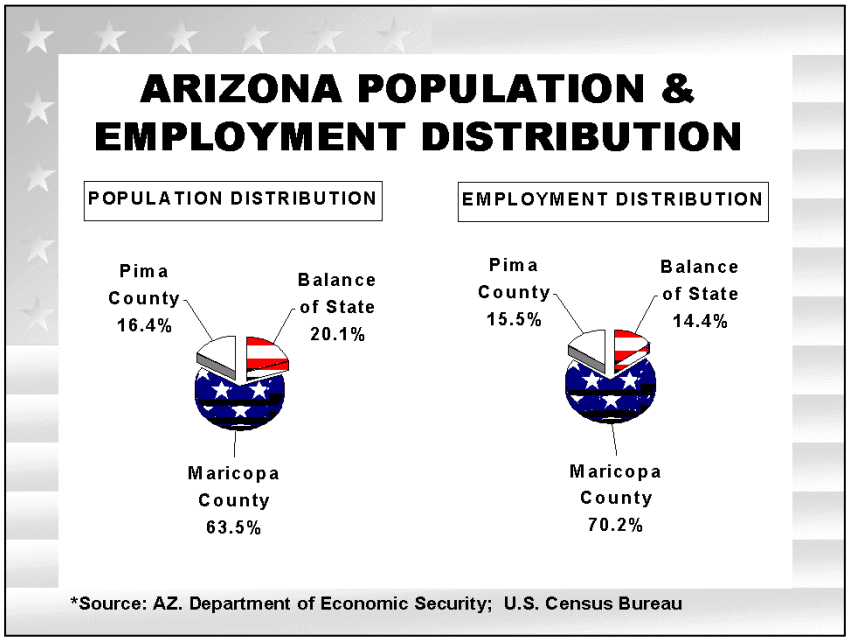
According to local economist, Elliott D. Pollack & Co., factors that effect the County's current economic condition include population, wage and salary employment, personal income and retail sales. The growth of these indicators is shown on the chart at left.

Population continues to increase, albeit at a slower rate. Local employment and retail sales have plunged. Reductions in the growth of personal income continue through the end of 2002.

Arizona's Economy April 2002 spring issue, as published by the University of Arizona, states that total nonagricultural employment acts as the single best measure of state and local economic conditions. According to their analysis, the recession in Arizona began in March 2001. Utilizing their economic measure, the recession in Maricopa County began in January 2001. In either case, the forecast chart above calls for sharp reductions in employment, personal income and retail sales during 2002. Population growth appears to continue its slowing trend.

Maricopa County's employment growth year-over-year spiraled with the onset of the recession and the events of September 11th, as shown on the chart at right. Although the County maintains a mix of employment as diversified as any county in the nation, 43% of all the manufacturing jobs are related to high-tech activity. Nationally, less than 15% of manufacturing is high-tech related. Maricopa County also depends heavily upon tourism, more so than the rest of the nation. Tourism and associated businesses, such as the hotel and travel industry came to a halt after the events of September 11th.





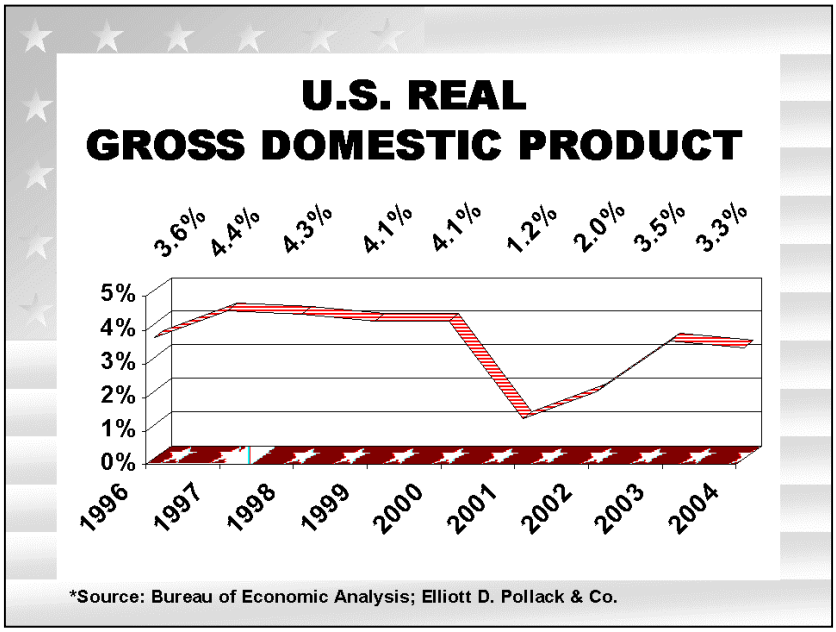
According to the Arizona State University Center for Business Research, Maricopa County's annual population growth rate exceeded that of any county within the State of Arizona since 1980. It's share of Arizona's population increased from 56% in 1980 to over 63% at the beginning of 2002. Over the last ten years 65% of Arizona's population increases occurred in Maricopa County.

The chart at left compares the current population distribution to that of employment in the State of Arizona by largest counties. The two largest counties in the state are Maricopa County (encompassing the greater Phoenix area) and Pima County (encompassing the greater Tucson area).

Real gross domestic product (GDP) represents the output of goods and services produced by labor and property in the United States. According to the Bureau of Economic Analysis preliminary estimates, real GDP increased at an annual rate of 5.6% in the first quarter of 2002. In the fourth quarter of 2001, real GDP increased 1.7%.

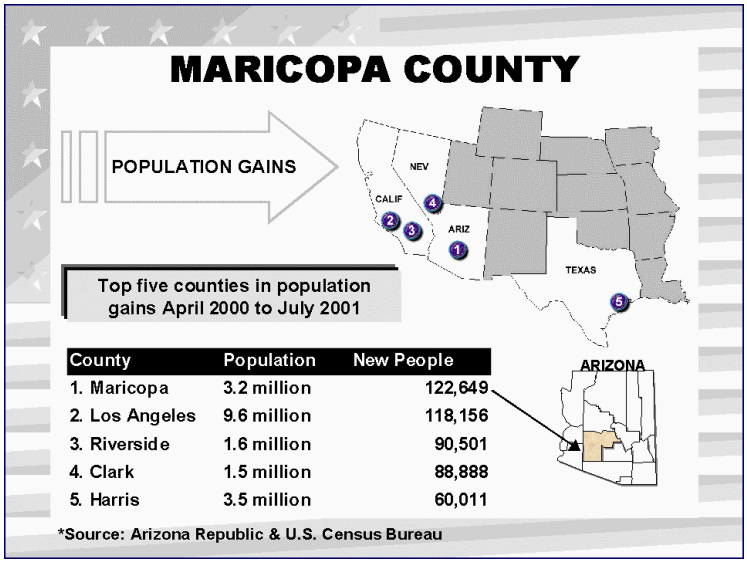
The Bureau of Economic Analysis states that the foremost contributors to real GDP in the first quarter resulted from private inventory investment, personal consumption expenditures, government spending, residential fixed investment, and increased imports and exports.

The chart at right demonstrates the impact that the events of September 11, 2001 combined with a national recession have on real GDP.



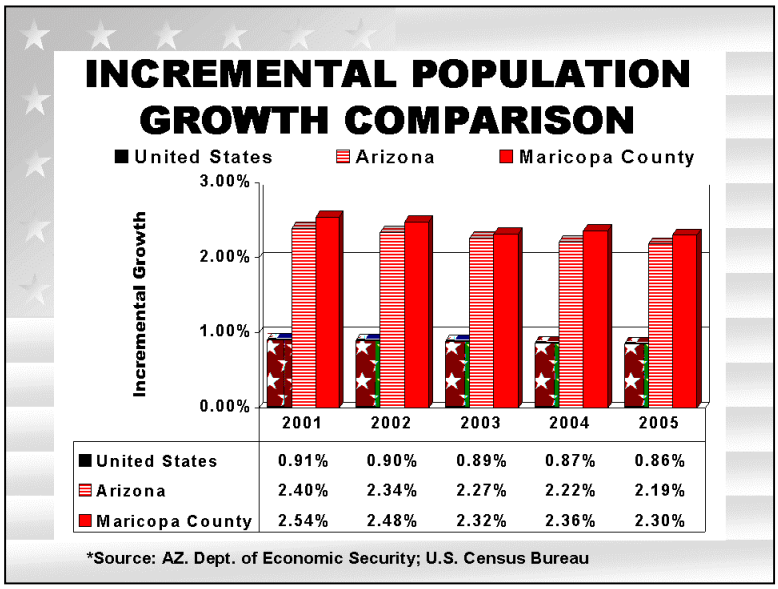
Population

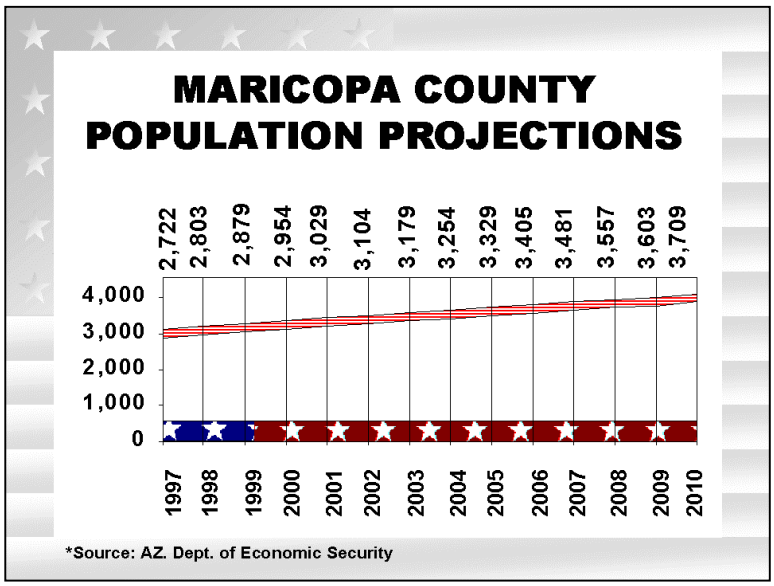
According to the Arizona Department of Economic Security, Maricopa County's estimated population as of July 1, 2002, stands at 3,104,077. Of the 3,141 counties in the nation, Maricopa County ranks 4th in population. Maricopa County's population exceeds the population of 21 states including the District of Columbia. 63.5% of Arizona's population reside in Maricopa County.



As reported in the *Arizona Republic* dated April 30, 2002, "Maricopa County gained more residents in the 15 months after the 2000 census than any other county, Census Bureau figures show. That means the county faces state-sized demands for needs as varied as roads, affordable housing, schools, parks and social services." The newspaper reported that Eric Anderson, transportation manager for the Maricopa Association of Governments, was quoted as saying, "We're assuming that the metro (Phoenix) area will probably double in population over the next 30 years."

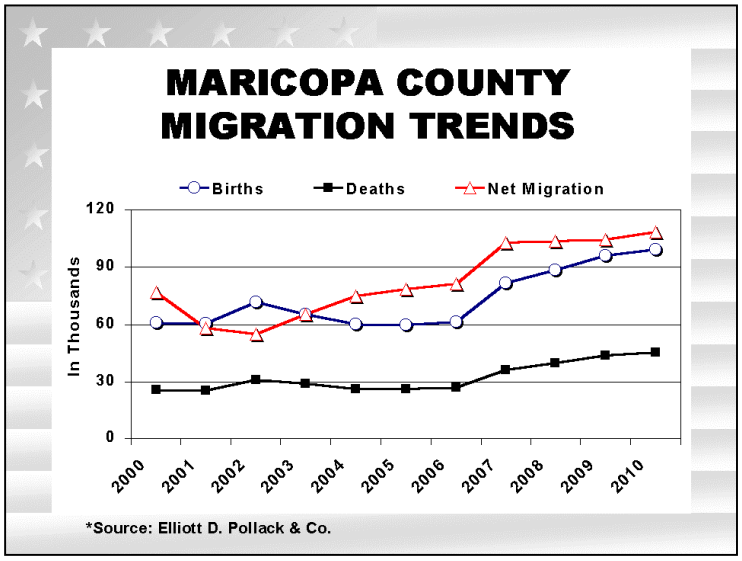
The chart at right compares Maricopa County's incremental population growth to that of Arizona and the United States. The County's rate of growth shows a slowing trend, as does that of the United States and the State of Arizona. Maricopa County gained 74,927 citizens in the past year, reflecting a 2.48% increase in population.



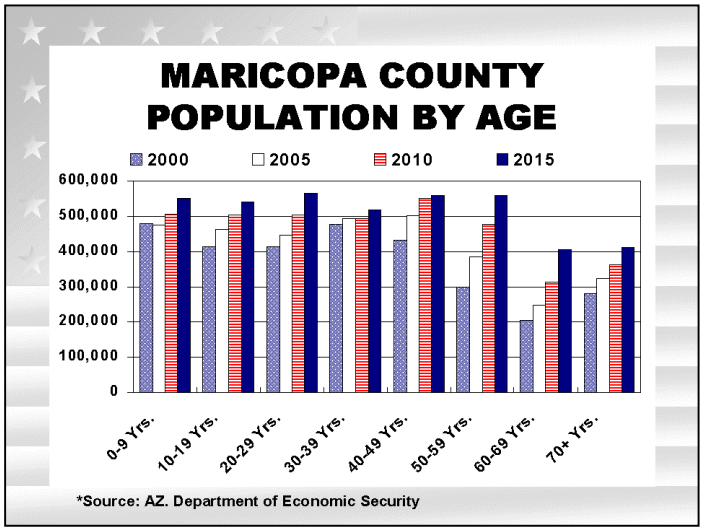


Maricopa County's actual population including projections through the year 2010 are displayed on the chart at left. Births, deaths and net migration constitute the three major population growth components of Maricopa County. The County's growth reflects a national trend of population shifts to the Sunbelt states. Employment opportunity in Maricopa County is the most important factor explaining the high influx of people to the County. Immigration and emigration contributes to Maricopa County's net migration, but information is limited.

According to the Arizona State University Center for Business Research (CBR), the number of births in Maricopa County is expected to rise due to the increase in migration by women of childbearing age. Net migration is projected to rise over the next 10 years due to increases in the national population, changes in the age structure of the population, along with slight increases in migration rates, and net natural increases (the difference between births and deaths).



Net migration as used within this document represents the difference between the number of people moving into Maricopa County and those moving out of the County. Migration flows to and from Maricopa County are primarily with other U.S. states, mainly California and neighboring states, or more distant but populous states such as New York and Illinois.



The age mix of a population may affect revenues such as sales taxes (consumer spending), residential property taxes and vehicle license taxes due to the migration factor in population growth. The aging of Maricopa County affects both revenue and expenditure profiles.

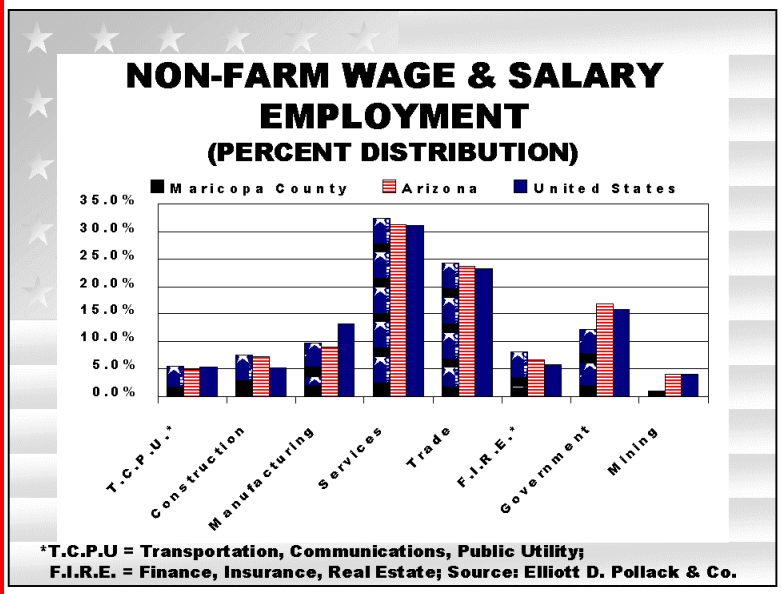
As provided on the chart at left, the largest portion of our current population lies in the 0-9 and 30-39 age groups. Significant growth is projected in the 50-59 and 60-69 age groups by 2010.

According to the U.S. Census Bureau, a comparison of estimated population by race for all persons over the age of 18 residing in Maricopa County shows the following distributions and growth:

RACE	% AS OF JULY 1, 2000	% AS OF JULY 1, 2001	INCREASE/(DECREASE)
White Persons	62.5%	63.4%	0.9%
Persons of Hispanic or Latino Origin	19.4%	20.4%	1.0%
Other Origins	10.7%	9.8%	(0.9%)
Black or African American Persons	3.4%	3.1%	(0.3%)
Asian Persons	2.1%	1.8%	(0.3%)
American Indian and Alaska Native Persons	1.9%	1.5%	(0.4%)

Employment

Maricopa County makes up 70.2% of the state's employment base. According to the April 2002 edition of *Arizona's Economy*, the number of employees on non-farm payrolls in Maricopa County as well as the State of Arizona increased 0.5% between January 1, 2001 and January 1, 2002.

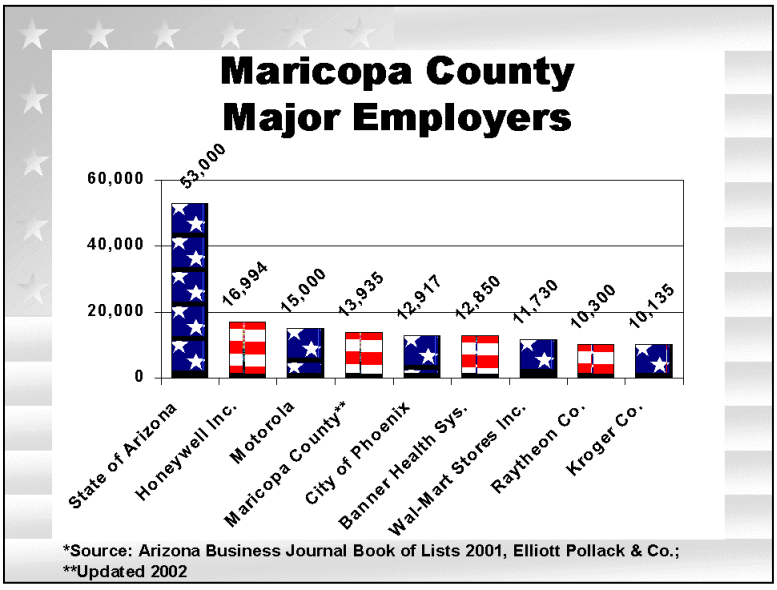


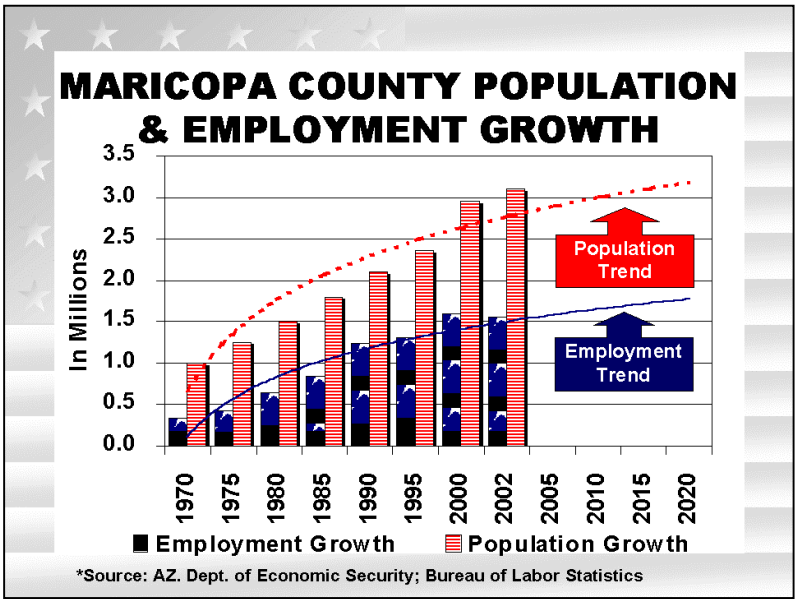
The chart at left compares the composition of Maricopa County's non-farm wage and salary employment to that of Arizona and the United States. According to Elliott D. Pollack & Co., Maricopa County is over-weighted in high-tech, tourism, business services and defense related industries. All of these industries except defense were hit hard by the events of September 11, 2001.

Examples of Maricopa County high-tech industries include Motorola, Intel, Honeywell, Boeing, etc. Non-high-tech manufacturing industries include Phelps Dodge, Simula, Ping, etc.

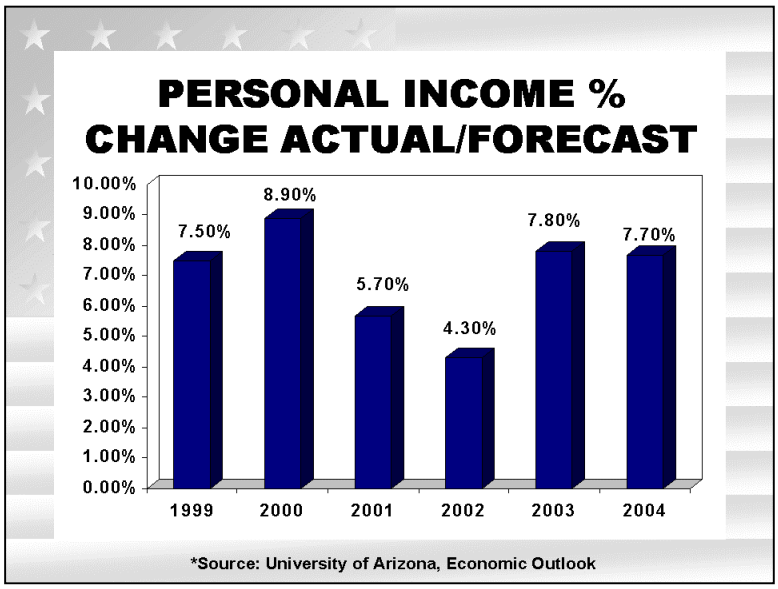
According to the Arizona Business Journal Book of Lists 2001 and Elliott Pollack & Co., of the major employers in Maricopa County, Maricopa County government is the 4th largest employer. Maricopa County employment figures are based upon actual number of regular employees.

The employers showing more than 10,000 employees working within Maricopa County are listed on the chart at right.



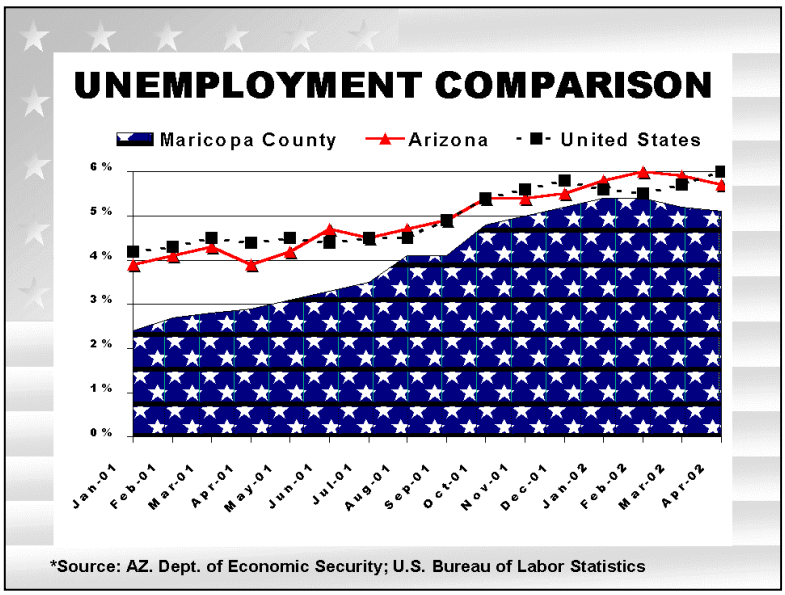


The trends in population and employment growth continue to increase, although at a slower rate than that of a decade ago.

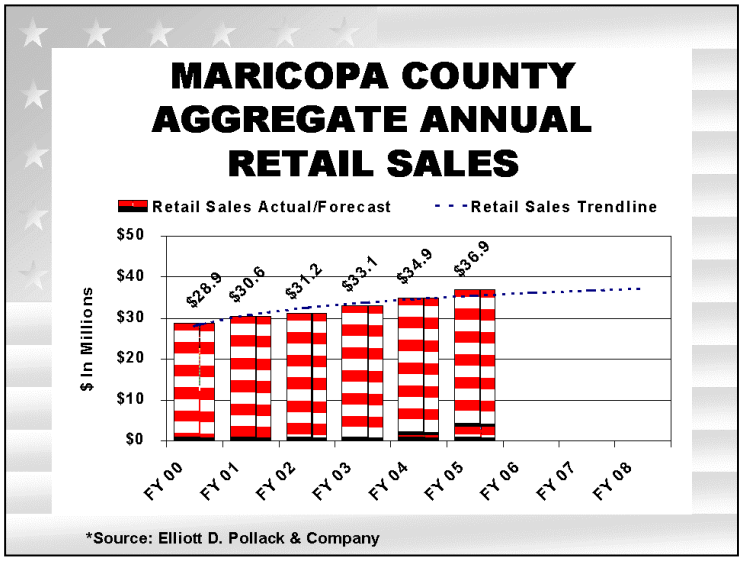


The decrease in the rate of growth in personal income stems from the current recession and events of September 11th. According to the University of Arizona *Economic Outlook*, 2003 will usher in a recovery from the current downturn.

Maricopa County's unemployment rate remains consistently below that of Arizona and the U.S. As of April 2002, Maricopa County's unemployment rate was 5.1% as compared to 5.7% and 6.0% for Arizona and the United States respectively.



Retail Sales



Maricopa County's retail sales continue to expand at a greater rate than that of Arizona as a whole. Maricopa County's retail sales represent nearly 70% of total retail sales in the state. Elliott D. Pollack & Company estimate Maricopa County's annual retail sales growth for FY 2001-02 to be approximately $0.6 million. Aggregate annual retail sales for Maricopa County are provided on the chart below. The year-over-year retail sales growth trendline shows moderate growth through FY 2007-08.

Construction and Real Estate Market

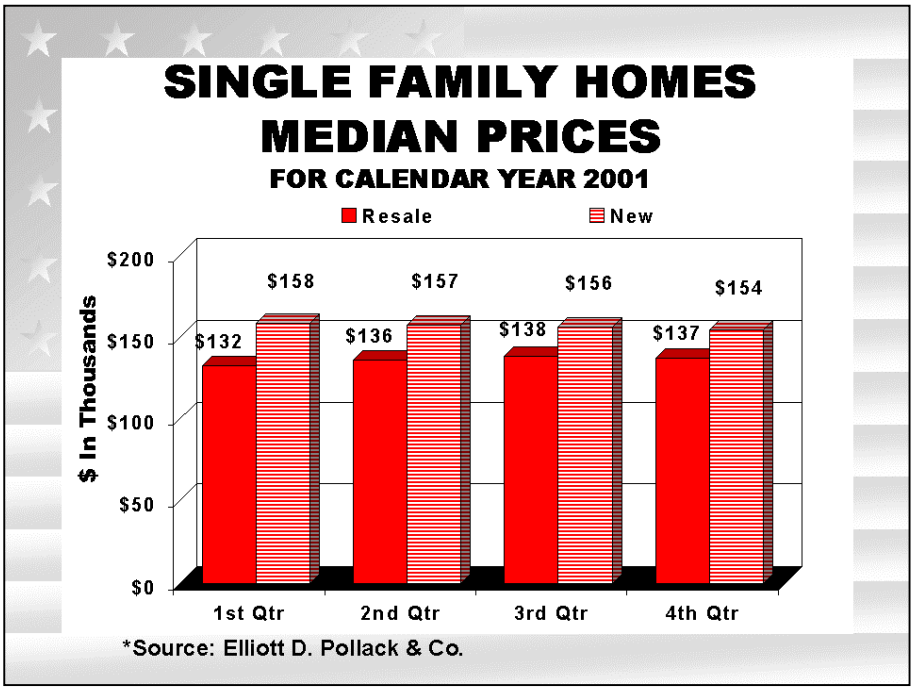
Maricopa County residents continue to benefit from low interest rates and affordable housing. The chart at right indicates the affordability and availability of Countywide housing.

MARICOPA COUNTY HOUSING FACTS AS OF DECEMBER 31, 2001

	Resale	New
Single Family Median Price	$137,000	$154,496
	Total County	**Unincorporated Areas**
Single Family Units Authorized	14,890	1,992
	Inventory	**% Vacant**
Multi-Family Units Total	312,761	8.2%

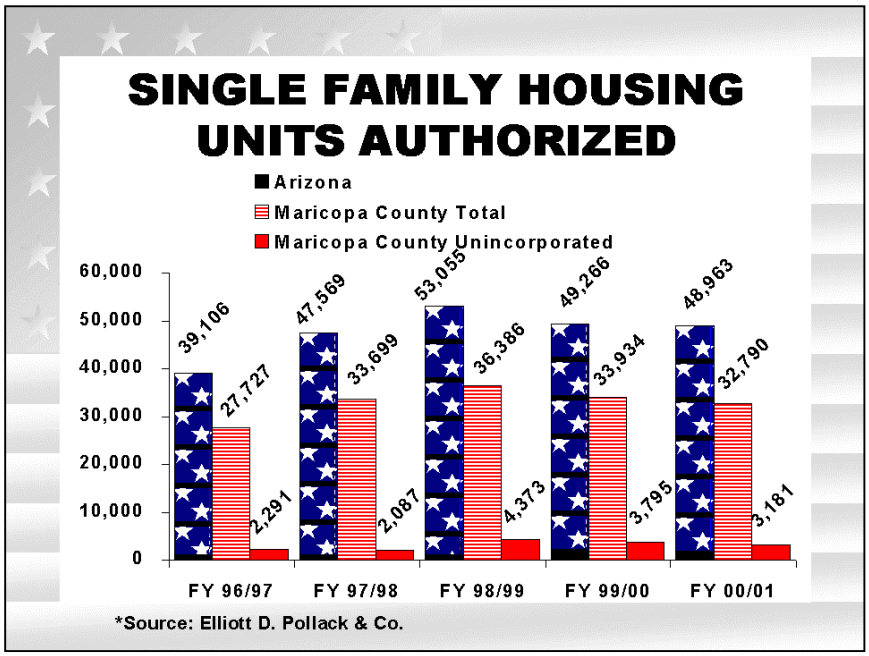
*Source: Elliott D. Pollack & Co.

Maricopa County is part of the Arizona Affordable Housing Profile to determine the affordability of housing and efforts undertaken to produce new affordable units by community, county and statewide. One of the study's objectives, as explained in an April 2002 draft report by Elliott D. Pollack & Co., identifies the "affordability gap" within Maricopa County. The "gap" is defined as the difference between the number of households within each income range and the number of housing units affordable to those households. Households within the "gap" pay more than 30% of their income toward shelter. Maricopa County's affordability gap, expressed as a percentage of total households, is stated to be 10.3%, one of the lowest rates in the state.

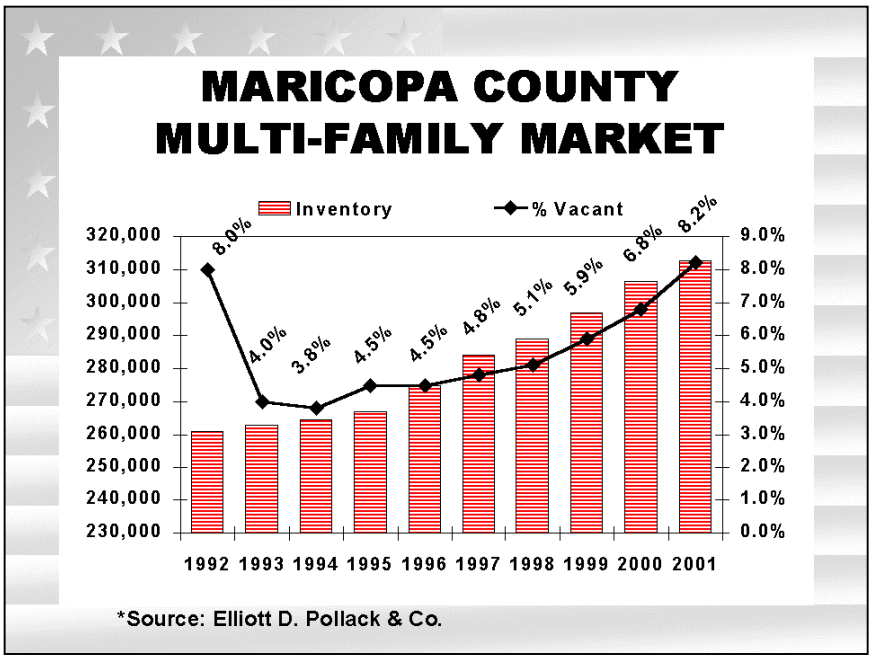


As indicated on the chart at left, the median price of new single family homes in Maricopa County has decreased and resale homes have increased by approximately 0.5% each from January 2001 through December 2001. This quarterly trend may be the result of the recession since median home sales prices showed steady increases over the past decade in both new and resale homes.

Prior to the affects of the recession and the events of September 11th, Maricopa County's housing permits reached near record levels. Of the 48,963 single-family housing units authorized in Arizona during FY 2000-01, 32,790 or 67% were authorized for Maricopa County. 3,181 County units or nearly 10% of Maricopa County's total single-family housing units were authorized for unincorporated areas.



Multi-family housing inventory grew by 2.1% during the year 2001, whereas, single family units constructed *declined* by 3.3%. Single family housing appears to have been hit harder, but with a vacancy rate of 8.2% for multi-family housing, that may not be the case. The economic indicators provided in the *Economic Outlook 2002/03* forecast *declining* single family residential units by 10.8% in the year 2002 and multi-family units *declining* by 49.4%.



Between 1994 and 2001, multi-family unit inventories have increased by 18.2% and vacancy rates have increased by 4.4%. The chart at left shows the growth pattern.

An increased supply of available office space through new construction, sublease and direct lease during 2001 hit all time highs in Maricopa County. Over-supplies of new buildings coming online and lack of demand put vacancy rates at 16%. According to a Grubb & Ellis Company 1st quarter 2002 report, overall vacancy rates reached their highest peak (20.4%) since the 2nd quarter of 1993.

MARICOPA COUNTY OFFICE MARKET

Year	Inventory	New Supply	Absorption	% Vacant
1997	45,005,701	1,532,850	1,973,621	9.2%
1998	47,145,237	1,839,268	1,836,760	9.5%
1999	49,897,228	4,181,330	3,632,354	10.0%
2000	52,456,482	2,618,765	3,068,284	9.9%
2001	57,480,257	5,023,775	1,535,151	16.0%

*Source: Elliott D. Pollack & Co.

Contributing to the rise in vacancy rates may be the national economy, the events of September 11th and a lower level of actual pre-leasing in new space that has come online.

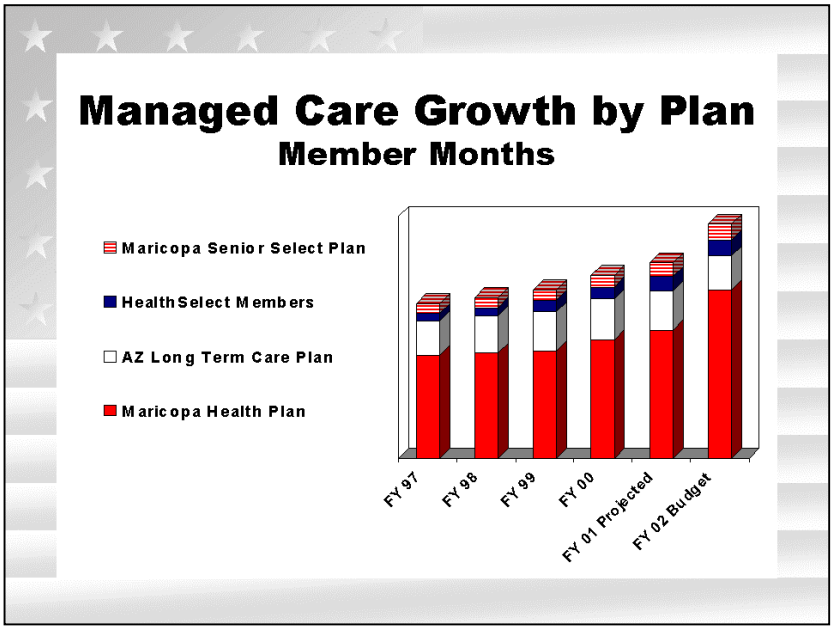
Grubb & Ellis Company predict that as current projects under construction enter the market during 2002, the vacancy rate will continue to rise. Tenants may have many opportunities in newer facilities and landlords and developers may see the movement of large corporate tenants moving from leased space to owner-occupied buildings.

Health Care

For nearly 125 years, Maricopa Integrated Health System (MIHS) has been serving the health care needs of our community. From our modest roots in 1877 as a "pest house" providing care to tuberculosis patients, to today's fully integrated academic health system, MIHS has remained constant in its mission in the community – to provide quality health care in an environment of cultural sensitivity and compassion. With a network of a Level I academic hospital, 13 family health care clinics located throughout the Valley, four health plans, over 250 physicians, and 4,000 employees, we serve everyone who walks through our doors regardless of lack of health insurance, medical condition or socioeconomic situation.

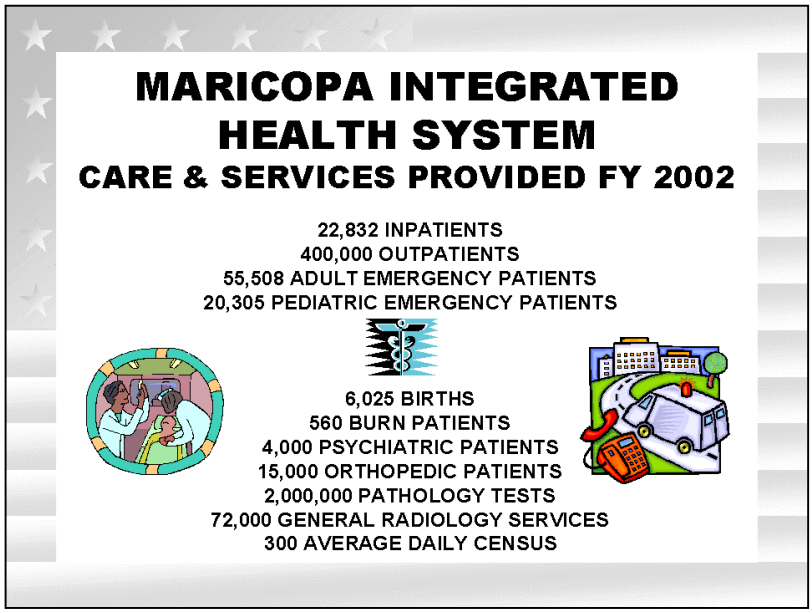
In 2001, we provided approximately $700 million of health care services for our community, including nearly $80 million of uncompensated care.

We provide an extensive range unique of specialized services for our community. Among these are the costly services associated with trauma care, burn care, neonatal and pediatric intensive care, high risk obstetric services, health care for the correctional population, and behavioral health care. MIHS is the only provider of intensive burn care in the state and regional Southwest, one of only five Level I trauma centers in the county, and one of only three neonatal intensive care units in the community, and the largest provider of inpatient behavioral health care for the Valley. MIHS also plays a significant role in the



Valley for patients with HIV/AIDS through its specialized clinic.

Through the four health plans that MIHS offers – Maricopa Health Plan, an AHCCCS plan; Maricopa Long Term Care Plan, an AHCCCS plan; Maricopa Senior Select Plan, a Medicare+ Choice Plan; and HealthSelect, a plan for County employees -- we provide health care to 63,000 members.



As with the past several years, extensive growth again defined MIHS during FY 2002. The chart at left shows a synopsis of the care and services we provided to our community.

MIHS also offers a separate pediatric emergency department staffed by board-certified pediatric emergency physicians, open 24 hours a day, seven days a week.

In addition to the growth in volume of service we provide, MIHS also expanded through addition of life-saving equipment and physical facility growth. The completion of the Comprehensive Health Care Center build-out of the second and third floors was completed this year. This expansion (over 160,000 square feet) provides enhanced outpatient clinical to include significant expansion in the delivery of women's and pediatric services, dialysis, pharmacy, laboratory, internal medicine and medicine subspecialties, medical oncology, antepartum testing, ophthalmology, optical shop, dental, ear/nose/throat, surgery, radiology, cardiac rehabilitation, orthopedics, breast center and rehabilitation services.

MIHS also plays a significant role in teaching and shaping the future physicians of our community. The health system has the largest medical teaching program in Maricopa County, and second only to The University of Arizona statewide. Approximately 200 residents from across the country participate in the coveted graduate medical education programs, and third- and fourth-year medical student electives also are available through each clinical department.

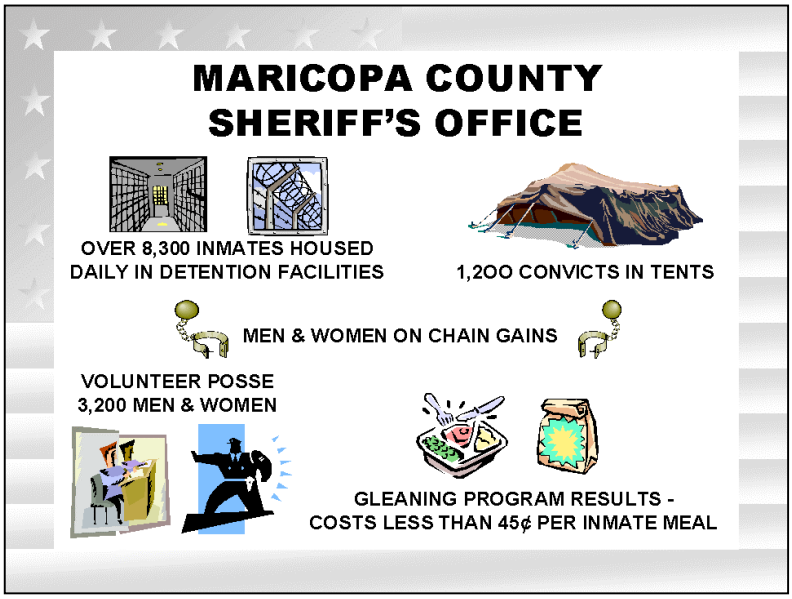
In Managing for Results, MIHS has set forth long-range strategic development and growth initiatives for FY02/03, including:

- Enrollment And Retention Strategies For Health Plan Membership
- Assessment And Identification Of Opportunities To Improve The Financial Performance Of The Delivery System Through Expense Reduction, Revenue Enhancement, And More
- Continuous Improvement Of Customer Service Throughout The Health System
- Continue Securing Accreditation/Compliance From The Residency Review Committee (RRC), Joint Commission On Accreditation Of Health Care Organizations (JCAHO), And Centers For Medicare And Medicaid Services (CMS)
- Assessment Of Governance Options To Support The Financial Viability Of MIHS And Continue Serving The Community's Health Care Needs
- Enhanced Improvement Of Workplace Environment And Competitive Wages And Benefits

Criminal Justice

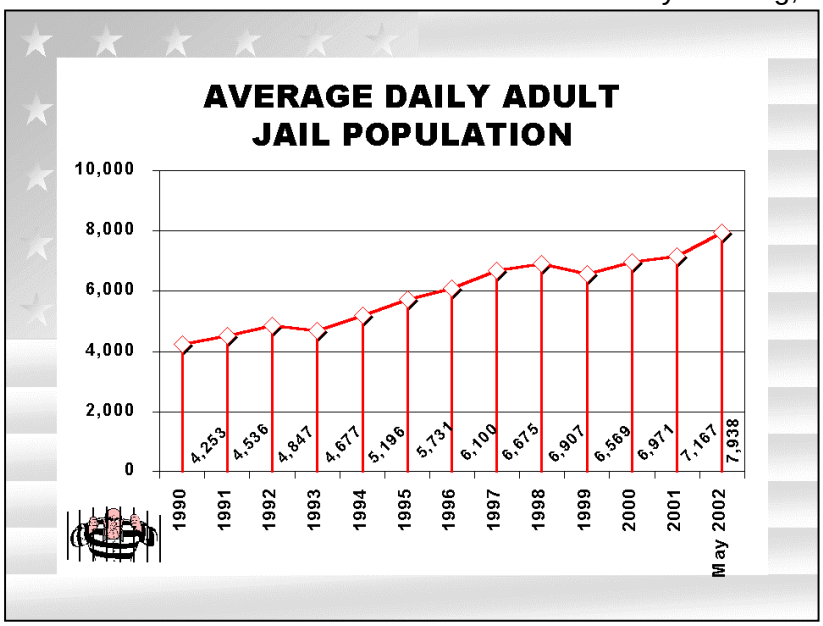
Sheriff's Office

The Maricopa County Sheriff's Office, a fully integrated law enforcement agency, provides professional law enforcement, detention, and support services to the citizens of Maricopa County and to other criminal justice agencies, including cities that contract with the Sheriff's Office for service 24-hours per day, 365-days per year. Maricopa County is committed to ensuring public safety. The Sheriff's Office houses one of the largest county jail systems operated by a sheriff in the nation. Maricopa County's detention facilities house an average of over 8,300 inmates daily. Last year the Sheriff's Office booked 121,000 adult inmates.



The Sheriff's Office houses 1,200 convicts in tents, both men and women. A gleaning program results in costs of less than 45 cents per inmate meal served. The Sheriff's Office utilizes men and women on chain gangs, and has a volunteer posse of 3,200 men and women, which are people from the community who spend their time and money to train to be volunteers helping to keep the county free from crime.

During FY 2002-03, a new food processing plant is planned to open containing an ice plant, dehydration plant, canning plant, cook-chill plant, meat cutting plant, frozen storage plant, donated food processing plant, cold storage and dry goods storage. This factory will reduce our current cost of less than 45 cents per meal significantly. The food factory will also have a new truck washing area to sanitize the distribution trucks used to move the food from the factory to the facilities. The area will also house a new laundry building, inmate library, canteen, property and evidence storage facilities and a central plant to power and support several new facilities.



Adults make-up 94% of Maricopa County's inmate population, while juveniles comprise 6%. The average daily jail population for adult offenders of 7,938 currently exceeds jail capacity of 5,600 by 29.5%. Construction is underway for a new mid-rise high-security jail. This facility will contain 1,360 cells, including 144 special management cells for the close custody (Super Max) inmates. The facility will also house the new Central Intake facility, capable of handling 600 bookings every 12 hours. Two

Initial Appearance courts, one for the County and one for the City of Phoenix, as well as a high-security Superior Court room and a new Early Felony Disposition courtroom.

Notable programs introduced by the Maricopa County Sheriff's Office include:

- Instituted Community Gleaning Program
- Girl Scouts Beyond Bars (first jail to initiate)
- Jail High School (Hard Knocks High)
- Job Placement Program (WIRC)
- Stripes Program (inmates assisting Elections Department)
- Adult Education Program
- Licensed Substance Abuse Program
- Female Chain Gang (first and only)

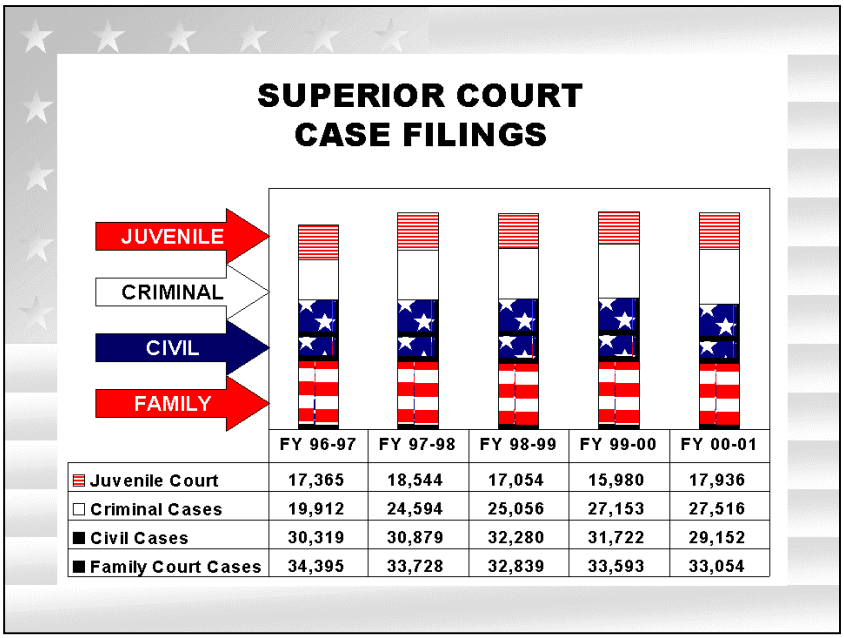
The Maricopa County Attorney's Office shows a total increase in the adult felony crime rate by 3.0% or an additional 743 reported felonies between FY 1998-99 and FY 2000-01. Drug related and other crimes comprise the greatest number of adult felony case filings, followed by driving under the influence, aggravated assault, burglary, and vehicular theft. The number of vehicular theft felony case filings increased nearly 95% from FY 1999-00 to FY 2000-01.

The actual case defendant analysis for adult felony case filings is provided below.

ADULT FELONY CASE FILINGS				
OFFENSE TYPE	FY 1998-99	FY 1999-00	FY 2000-01	% CHANGE FY 1999 TO 2001 INCREASE (DECREASE)
Homicide	114	185	127	11.5%
Sexual Assault	88	111	94	6.9%
Child Molestation	314	365	364	16.0%
Robbery	748	691	703	(6.1%)
Vehicular Homicide	41	36	51	24.4%
Aggravated Assault	2,146	2,589	2,825	31.7%
Burglary	1,725	1,699	1,627	(5.7%)
Arson	36	53	36	0.0%
Vehicular Theft	789	1,401	1,536	94.7%
Driving Under the Influence	2,816	2,843	3,027	7.5%
Theft	1,170	936	878	(25.0%)
Drug Related	11,018	11,085	9,863	(10.5%)
Other Offenses	4,569	4,836	5,186	13.6%
TOTAL	25,574	26,830	26,317	3.0%

Superior Court

The Superior Court in Maricopa County integrates the use of cutting edge technology in the courtroom. By operating new, high tech e-courtrooms offering state-of-the-art equipment and technology, the Superior Court reduces court times, court costs and complications for court customers. Each e-courtroom features flat-screen video monitors for jurors, listening enhancement devices for hearing impaired, instant video recording, and monitors throughout the courtroom for evidence display and presentations.



	FY 96-97	FY 97-98	FY 98-99	FY 99-00	FY 00-01
Juvenile Court	17,365	18,544	17,054	15,980	17,936
Criminal Cases	19,912	24,594	25,056	27,153	27,516
Civil Cases	30,319	30,879	32,280	31,722	29,152
Family Court Cases	34,395	33,728	32,839	33,593	33,054

During FY 1999-00 116,667 cases were filed in Superior Court versus 115,762 cases filed in FY 2000-01 representing a 0.7% decrease over FY 1999-00. Superior Court criminal cases increased 10.9%, while civil cases decreased 8.1%, and family court cases decreased by 10.5%.

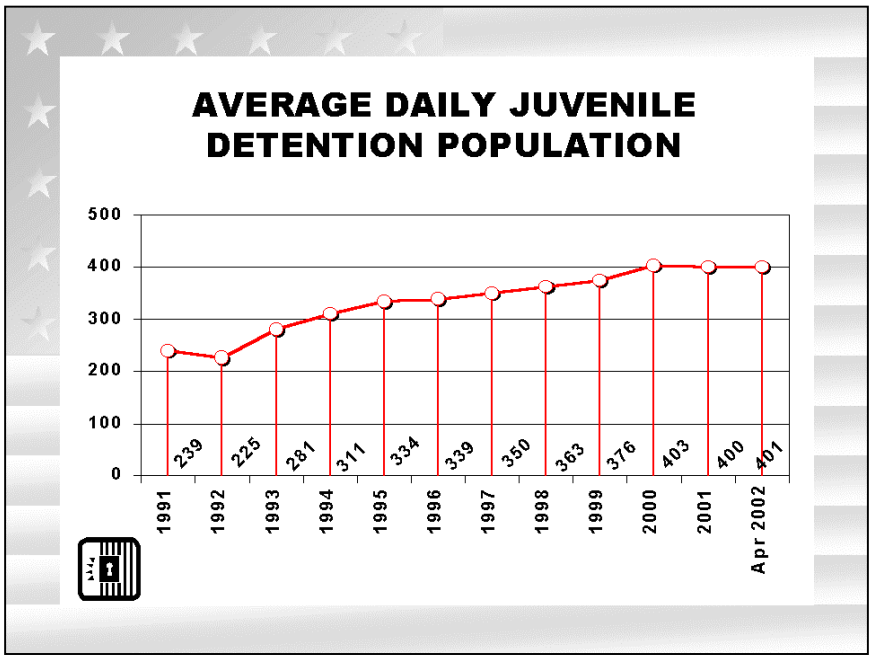
Juvenile Probation

The Juvenile Court no longer has exclusive jurisdiction over the illegal acts of juveniles. After July 1997 juveniles 15 years and older accused of committing homicide, aggravated assault and other violent crime were charged as adults under the Juvenile Justice Reform Act.

The Maricopa County Attorney's Office shows a decrease in juvenile criminal case filings by 8.8% between FY 1998-99 and FY 2000-01. The statistics are provided on the case defendant analysis below.

JUVENILE CASE FILINGS				
OFFENSE TYPE	FY 1998-99	FY 1999-00	FY 2000-01	% CHANGE FY 1998 TO 20001 INCREASE (DECREASE)
Homicide	7	1	1	(85.8%)
Sexual Assault	9	4	8	(11.2%)
Child Molestation	72	75	84	16.7%
Robbery	98	90	703	617.4%
Vehicular Homicide	0	0	0	0.0%
Aggravated Assault	609	595	532	(12.7)%
Burglary	924	895	863	(6.7%)
Arson	36	24	47	30.6%
Vehicular Theft	554	656	655	18.3%
Driving Under the Influence	13	40	43	230.8%
Theft	1,816	1,804	1,481	(17.5)
*Drug Related	1,674	1,406	1,580	(5.7%)
*Other Offenses	4,071	4,299	3,657	(10.2%)
TOTAL	9,883	9,889	9,017	(8.8%)

*U.S. Department of Justice, Federal Bureau of Investigations, Uniform Crime Report



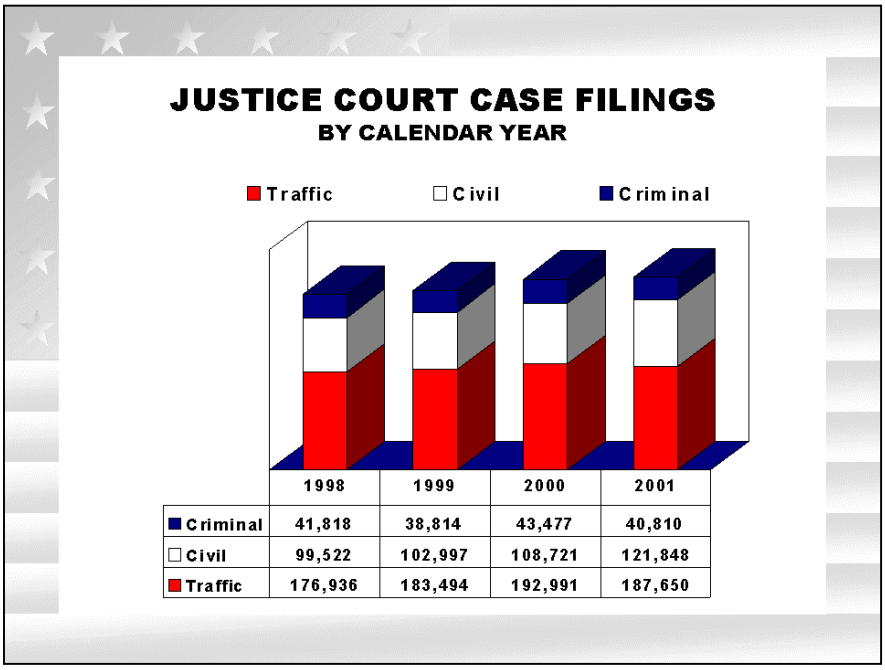
Consistently over the last nine years, the number of juveniles detained has exceeded the detention capacity. During 1993, detainees exceeded capacity by an average of 31 per day versus 83 per day in 2001. The detention capacity of 277 increased at year-end 1999 to 317. The solution to overcrowding lies with the newly planned 504-cell juvenile remand facility that is part of the planned Lower Buckeye Jail complex scheduled to open during FY 2003-04.

The Juvenile Detention program will open an innovative and important new building in January of 2003. The Juvenile Residential Treatment Center, a single-level, 28,000 square foot structure will provide 48 treatment beds for juveniles. Since 60% of juveniles that enter the detention system has substance abuse issues, this new service is expected to have measurable results for the community, such as:

- Reducing the waiting time for juveniles to receive substance abuse treatment (currently averaging 4-6 months); and
- Increasing the likelihood of juveniles remaining free of illegal substances, therefore increasing the likelihood that they will successfully complete their term of probation.

Justice Courts

Maricopa County's 23 Justice Courts are limited jurisdiction courts that process traffic and civil cases, and are responsible for criminal misdemeanors and felonies through preliminary hearing. Statistics regarding Justice Court case filings are demonstrated on the chart provided.



	1998	1999	2000	2001
Criminal	41,818	38,814	43,477	40,810
Civil	99,522	102,997	108,721	121,848
Traffic	176,936	183,494	192,991	187,650

Legislative Strategies

2002 Legislative Session

When the 45th Arizona Legislature opened its Second Regular Session on January 14th of this year, Maricopa County had two primary objectives going into the session. The first was to gain passage of as many of the priority and secondary bills contained in the Board of Supervisors' legislative package as possible. The second was to work to mitigate the expected negative fiscal impacts on counties as a result of the State's almost billion-dollar revenue shortfall.

This session undoubtedly marked one of the most challenging sessions in years, for local governments in general, and for the two large urban counties, in particular. *As legislators dealt with one of the worst fiscal crises in state history,* it was apparent that revenue-sharing changes, program and formula alterations, cost shifts, and outright, wholesale shifting of responsibilities from the state to counties were all to be considered. Every governmental entity was at risk as the Legislature sought to "spread the pain around".

Counties were particularly troubled by the extent to which the various budget proposals sought to solve state budget problems at county expense. In adopting a state budget under such dire circumstances, there is little opportunity, unfortunately, for legislators to look at the core responsibilities of government and how they are funded, including the fiscal relationship between the state and counties, and the mandated responsibilities each have. Making major policy decisions, program alterations, or cost shifts hastily and with little thought -- changes that will affect the state and local governments for years to come -- as a byproduct of a state budget shortfall, only results in even greater financial impacts to county taxpayers.

The Legislature passed a budget to address the $930 million shortfall, but it was passed and signed amid fears that legislators may have to come back into session during the summer or fall for adjustments to the 2003 budget if state revenues continue to lag. The budget includes cuts of 3.125% to most state agencies, use of the budget stabilization ("rainy day") fund, a rollover of $191million in K-12 state aid to schools payments into the next fiscal year, a diversion of cash from a variety of accounts, and the use of a new and somewhat controversial lease-purchase program that allows developers to pay up-front costs of construction, who are then reimbursed through years of lease payments. This budget is largely viewed as a "stop-gap" measure, for the state is anticipating at least a $500 million deficit next year unless revenues greatly improve, and quickly.

Specifically for Maricopa County, the changes to programs and budget cuts are supposedly one time only. The cumulative impact is approximately $16 to $17 million, depending on the cost of private prison contracts. When Arnold v. Sarn IGA payments are renegotiated there may be an additional impact of up to $4 million.

The primary areas affected include:

- Shifting to counties 86% of the costs of restoration to competency for jail prisoners awaiting trial;
- Freezing for one year the state's responsibility to pay for 50% of the cost of the growth of the Arizona Long-Term Care System (ALTCS) program;
- Shifting to counties an additional 3% of the cost of probation, and funding supplemental appropriations for adult and juvenile probation costs from the counties' share of Vehicle License Tax revenues;
- Suspending "Fill the Gap" funding for the courts, county attorneys and public defenders, monies which have been very successfully used to speed up criminal court case processing;
- Requiring Maricopa and Pima counties to pay for a portion of the cost of private prison contracts in order to house state Department of Corrections prisoners;
- Shifting a portion of the cost of justice of the peace salaries to counties;
- Suspending funding for county public health grants;
- Suspending funding for GITEM, the Gang Intelligence and Team Enforcement Mission; and
- Suspending funding for SLIF, the State Lake Improvement Fund.

The most important favorable change for Maricopa County during the course of negotiations on the budget was the elimination of a potentially very costly proposal. This provision would have required, in Maricopa and Pima counties, every person who is convicted of any offense and who receives a sentence of one year or less to serve the sentence in county jails. Budget bill HB 2708 was successfully amended to say that the state would pay the first $3.6 million cost of the private prison contracts (in state or out-of-state) for 89 inmates a month starting in October. Maricopa and Pima counties (on an 82% - 18% ratio) would be responsible for any additional amount up to a cap of $1.6 million. This would be session law only with a repeal for FY 2002-03. The issue would then be revisited for the 2003-04 budget as part of the annual budget process.

Another extremely unfavorable last-minute budget proposal involved a wholesale transfer of all responsibilities for community supervision and the work of the Board of Executive Clemency to counties. Counties immediately mobilized to defeat this proposal, as there had been no public discussions or hearings of any kind regarding such a major state policy and program change.

Overall, Maricopa County had a successful year in terms of passing all of the bills in the Board's legislative package, with the exception of a bill authorizing creation of a special hospital/health care district, which the County itself withdrew from consideration during the legislative process. It was determined that additional study would be necessary to decide what the best course of action would be with regard to the future of the county hospital, and the extensive renovation and refurbishment it requires.

The County's top priority bill, HB 2313, was passed and signed by the Governor this year. This legislation enables Maricopa County to ask voters for an extension of up to twenty years of the current 1/5 cent jail sales tax when it expires in 2007. Voters had previously overwhelmingly approved this jail tax for construction and operation of new Maricopa County medium and maximum-security jail facilities and juvenile detention facilities in the 1998 general election. The tax was approved for nine years, or $900 million, whichever came first.

At the time that authorizing legislation for the 1998 ballot measure was passed, the Citizens Advisory Committee on Jail Planning strongly recommended that the voters be asked for an on-

going tax of 1/3 of a cent. The nine-year, 1/5 of a cent tax was a necessary legislative compromise at the time, and it was always recognized that what the voters passed in 1998 would not be enough to cover on-going operational costs.

Pursuant to the voters' directive in 1998, jail construction is currently underway, on time and within budget. An extension of this tax by voters would provide a critically-needed, dedicated funding source for escalating operating, maintenance and renovation costs of jails in Maricopa County. Operating costs alone are estimated by a private consultant at approximately $85 million per year. Like the 1998 measure, jail tax revenues received through a voter-approved extension must also only be used for jail and criminal justice purposes.

The Maricopa County Board of Supervisors is presently deliberating as to which general election ballot to place this question. It appears likely that the Board will decide to refer this question to voters in conjunction with the November 2002 general election ballot, in an attempt to secure at least the near-term future fiscal certainty necessary as Maricopa County opens its new adult and juvenile jail facilities next year.

All other bills contained in the Board's legislative package were passed and signed by the Governor, including:

- making important changes to the laws governing county housing authorities and how they are able to finance low-income housing using federal tax credits;
- setting a limit on the amount of money that can be used for repair and retrofit of fleet diesel vehicles under the county's voluntary vehicle repair and retrofit program;
- changing the laws pertaining to municipal annexation of county-owned or county-operated park or flood control district lands;
- Helping to ensure the public's health by strengthening county health officers' authority to enforce sanitary regulations;
- Making changes to the statutes governing stadium district investments to maximize the interest rate of return on taxpayer dollars;
- Securing appropriations for a variety of county air quality-related measures;
- Amending the statutes to allow for the creation of a park improvement district with an eye toward San Tan Park improvements and maintenance;
- Modifying counties' jurisdiction authority pertaining to the issuance of operating permits for air pollution sources under the federal Clean Air Act Title V program; and
- Allowing County Boards of Supervisors to establish a cost recovery fee for kennel permits.

2003 Legislative Session

Maricopa County's biggest challenge in the next legislative session will be to try to ensure that all of the state budget cuts and cost-shifts visited upon the county will be for one year only and do not become permanent in the years ahead. Clearly, given the state's continuing difficult economic circumstances and the fact that legislators are relatively limited in what they can cut because so much of the budget is voter-protected or court-mandated, this will not be an easy task. The state could still be facing a deficit of anywhere from $500 million to $1.3 billion when legislators begin work on the FY 2004 budget.

The elections and redistricting processes dominated the political landscape during the session. This year marked the first time that congressional and legislative district lines were drawn, not by the Legislature, but by a five-member Citizens' Independent Redistricting Commission put into

place by a citizens' initiative in 2000, and it proved to be a thorny process. Additionally, the future of the whole public funding concept for candidates through the Citizens' Clean Elections Commission, also put into place by initiative, is now up in the air as a result of a lawsuit.

Next year, many veteran and experienced legislators will be gone under term limits, or will be seeking seats in the opposite legislative chamber. Many sitting incumbents find themselves running against each other in the newly redrawn districts. As much as 40% or more of the House will be new, and half of the Senate will be new or comprised of members coming over from the House. All state executive office positions and leadership in both the House and the Senate will be new. Two brand-new congressional districts have been created, bringing the number to eight. In addition, the retirement of longtime Congressman Bob Stump has opened up another seat. Two new seats on the Corporation Commission, added by initiative, will increase the number of members from three to five, and will be filled this election.

There will be a thick slate of competing ballot propositions in November, as well, dealing with Indian and racetrack gaming, extension of the lottery, medical use of marijuana, legislative salary increases, a proposed 60 cent increase in the tobacco tax, a possible stadium question, and most likely the jail tax extension question will be put before Maricopa County voters, to note just a few.

Planning for the next legislative session has already commenced. The issues of regional transportation authority and governance, and staving off new or continued state budget cuts or cost-shifts that severely threaten the county's hard-won fiscal stability, will be high on Maricopa County's legislative agenda. The Maricopa County Board of Supervisors views the county's relationship with the state Legislature as an extremely important one. The Board realizes that the County's successes or failures in the Legislature can make a great deal of difference in how well the County can serve and respond to the needs of it's citizens. Working closely and well with a new Governor and a newly constituted Legislature will be a major priority.

Information Technology Strategies

Information Technology will champion Maricopa County into **Information Age Government** by...

ENHANCING BUSINESS MODELS:	
County Personal Services	On-line Citizen Self-sufficiency
Internal Department Services	Employee Self-sufficiency
Paper / Phone-based Services	Electronic Government
Varying Technical Skills	Full Technology Literacy
Solid Department Boundaries	Flexible Public/Private Boundaries
8 x 5 Service	7 x 24 Service
CONVERTING TO A DIGITAL MEDIUM:	
Silo-bound Paper Processes	Horizontal Digital Workflow & Forms
Paper Archiving	Electronic Document Image Archives
Videoconference Rooms	Desktop Video
Serial Comment & Approval	Concurrent Collaboration
Group Classroom Training	Real-time On-line / Video Training
ENABLING A MOBILE WORKFORCE:	
Limited Dial-up Services	Extensive Mobile Infrastructure
Discrete PDA/Pager/Cell Phone	Integrated Remote Device
Discrete Mail Systems	Integrated Voice, E-Mail & Publishing
Facsimile Machines	Internet-directed Retrieval & Printing
INCREASING EFFICIENCY:	
Departmental Data Centers	Shared Service Bureaus
Insourced Technology Services	External Service Providers
Multiple Microcomputer Vendors	Consolidated Purchasing Portal
INTEGRATING SYSTEMS:	
Discrete E-mail / Web / GIS	Integrated Desktop Services
Discrete Resource Directories	Universal Resource Directory
Discrete Office Equipment	Networked Office Devices

IT Mission

The Mission of Information Technology is to provide strategic vision, leadership, and enterprise solutions to County leaders and staff so they can meet their goals and deliver results to the Public.

IT Values

- We understand and enhance our clients business operations.
- We are dependable and follow through on commitments.
- We proactively make things happen and seek opportunities for improvement.
- We progressively innovate while maintaining a stable operating environment.
- We cooperate and work well with teammates, clients and business partners.
- We accept accountability to educate ourselves and maintain superior technical skills.

IT Strategic Goals

- County employees will have the flexibility to do their jobs from anywhere in the County at any time. (July 2006)
- The Public and outside organizations will be able to obtain services and transact business electronically from any location at any time. (July 2006)
- Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions. (July 2005)
- Streamlining business operations through the use of technology will reduce the cost and time to deliver services. (July 2006)
- Through countywide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved. (July 2004)

The Highest Purpose of the Office of the Chief Information Officer

- Implement Best Information Technology Management Practices
- Maximize Investment of Information Technology for the Public
- Advance the e-Government Agenda
- Enhance Inter-Agency Communication & Collaboration

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Managing For Results

Introduction

By the mid-1990's, Maricopa County had achieved solid success in managing its budget and finances and began to realize the fruits of its efforts. The public's confidence in Maricopa County's fiscal management was affirmed in 1998 by the overwhelming vote to approve a new sales tax for jail and juvenile detention facilities, and the County's bond ratings were upgraded as well. Resources were available to invest in improved County services, but additional accountability was needed to ensure that these resources were used efficiently and effectively.

In 1998, after a review of "best practices" in the field of performance measurement and performance-based budgeting, the Office of Management and Budget (OMB) began to develop a proposal for strategic budgeting, in which strategic planning, budgeting and performance measurement would be aligned in a unified process. These initial concepts came together in the Resource Accountability Project (RAP). A RAP steering committee was organized, and six pilot departments attempted to develop strategic plans with fully aligned performance measures. These initial efforts generated significant momentum and taught valuable lessons – positioning the County to move forward.

In 2000 the County sought to broaden the RAP to include all departments. An outside firm, Weidner Consulting, was retained by the Office of Management and Budget to assist in this effort by reviewing Maricopa County's progress to date, recommending improvements, and assisting in implementation. Based in part on the consultants' recommendations, the Resource Accountability Project evolved into "Managing for Results" – a fully integrated management system focused on results for Maricopa County's citizens.

In the summer and fall of 2000, Maricopa County began to implement Managing for Results (MfR) by developing departmental strategic plans that integrated planning with budgeting and performance measurement. This effort created powerful tools for making good business decisions and achieving department and corporate goals and priorities. An important milestone was the adoption of the Managing for Results Policy (located in the Attachments section of this document) by the Maricopa County Board of Supervisors in September 2000. The policy confirmed the Board's support for Managing for Results by making it clear that participation would be a requirement for future funding.

Departments were provided with a Strategic Planning Resource Guide, along with extensive staff training that equipped them with the resources and tools needed to develop high quality strategic plans that managers could use to manage. The Resource Guide provided information and timelines for the County's move toward performance-based budgeting and the integration of results-oriented performance information in every individual employee's performance plan and subsequent evaluations.

By February 2001, most departments had completed their strategic planning documents. Each department's plan was reviewed and accepted by a corporate-level review team. The Corporate Review Team highlighted a broad scope of issues facing all lines of business in Maricopa County. The Maricopa County Board of Supervisors' planning process began with a review of those issues. The Board's discussion included whether or not these issues would impact the established budget priorities. The Board's planning process culminated in the adoption of a new mission statement and a set of corporate strategic priorities on February 21, 2001:

Maricopa County Mission Statement:
The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Strategic Priorities:

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Managing for Results was front and center in the Fiscal Year 2001-02 budgeting process. Departmental funding requests were evaluated by the Office of Management and Budget based on the Board of Supervisors' strategic direction and budget goals, and focused on ensuring that requests aligned with departments' strategic plans. The financial cost accounting system was enhanced to parallel the Programs, Activities, and Services (PAS) delineated within each department strategic plan and became operational July 1, 2001.

On a quarterly basis beginning in the fall of 2001, departments have reported performance measurement data and provided commentary on their progress. During the Fiscal Year 2002-03 budget preparation process, departments allocated the Recommended budget by Programs and Activities defined within their departmental strategic plans, setting the stage for budgeting for results in FY 2003-04.

The Government Performance Project (GPP) is a national project conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University in partnership with *Governing* magazine. The study collects, evaluates, and compares information about how well governmental jurisdictions are managed in five key areas: financial management, human resources, information technology, capital management, and managing for results.

Since the time of the project's initiation in 1996, four studies have been conducted at the county, state, and city level. In 2001, Maricopa County was selected as one of the 40 leading counties to participate in the project. The comparative results of the study were published in a special issue of Governing in February 2002. Maricopa County was identified as one of the best-run counties in the country and was one of only two counties in the nation to receive the highest overall scores of "A-" in the Managing for Results area.

Why Are We Doing This?

Strategic plans are developed to support good management practice by:

- Providing the right information to make good decisions;
- Aligning every employee to organizational success; and
- Compiling and reporting information needed to tell customers what they are getting for their investment (taxes).

The Managing for Results management system is designed to allow employees in Maricopa County to make the following three statements:

- What we are doing today contributes to our strategic direction. (Every department has a strategic plan linked to their operational plan and every employee's performance plan.)
- We know what we have done has been effective. (Performance measures are identified and managed by every activity demonstrating the results produced.)
- We know how much it costs to deliver our programs efficiently. (All human and financial resources are tied to the services delivered and we can tell how much they cost and how efficiently services are delivered.

Managing for Results System

Maricopa County's Managing for Results initiative provides the foundation for a highly integrated management system focused on results for customers. This on-going and cyclical system is depicted below:

Through the Managing for Results system, Maricopa County has engaged in substantive planning and performance measurement. This comprehensive planning methodology supports the:

- Systematic creation of strategic goals that link to programs;
- Use of measures to track performance, support operational improvement, and inform resource allocation decisions; and
- Communication of goals and progress to both employees and the public.

Planning for Results

A well-executed strategic plan promotes a common understanding of the department's/agency's overall direction and purpose so that individual employees can readily determine how their work, actions and behaviors support the strategic direction and business success. In Planning for Results, current and future trends are examined in terms of how they may affect the business. Strategic goals and operational results are developed to best manage these anticipated challenges. Results are projected based on demand and internal capacity.

Each departmental strategic plan includes three key strategic elements: Environmental Assessment and Issue Statements, Mission Statement, and Strategic Goals. Operationally, departmental strategic plans organize how the department will deliver results into three levels: Services, Activity,

and Program. Services describe the deliverables that the customer receives and, as such, are quantifiable. An activity is a set of services grouped together around a common output, as well as a common purpose or result. A set of activities that have a common purpose or result are then grouped into programs. Programs provide operational and performance information for strategic decision-making.

Defining the levels of operations in this manner makes it possible to demonstrate how each level contributes to results at the next higher level, creating an aligned organization. The following table depicts this alignment strategy:

ALIGNMENT BY ACTIVITY	
Strategic Plan Element	Result
Maricopa County Vision	
Maricopa County Mission	
Department Vision (optional)	
Department Mission	
Department Strategic Goals	
Program	
Program Purpose Statement	
Key Result(s)	
Activity	
Activity Purpose Statement	
Services that comprise the Activity	
Activity Performance Measures	Results: Outputs: Demand: Efficiency:
Responsible Employee	

Activities and programs have a purpose statement that readily identifies the customer and the intended results for that customer. Managers are thereby able to make day-to-day decisions about resource allocation and service improvements in ways that align with the next higher level of results and ultimately ensuring alignment with the department's mission and goals.

Budgeting for Results

Maricopa County is committed to developing a budget system that provides financial and performance information to help decision-makers make good, informed business decisions that achieve results. The County uses the operational structure developed in the strategic plan to structure financial planning and reporting for each department/agency. This ensures that the budget is driven by policy and customers' needs. Integrating Budgeting for Results with strategic planning is critical in creating an integrated management system where financial resources, policy, department operations, and County staff are all aligned to achieve results.

Based on the Board of Supervisors' strategic direction and budget goals, the Office of Management and Budget evaluates departmental funding requests and ensures that requests align with departments' own strategic plans.

Budgeting for Results is linked to and informed by performance measurements. Budgets are developed to provide resources to achieve desired levels of output to meet anticipated service demand. The expected output is directed to achieve desired measurable results.

Delivering Services & Collecting Data

Based on available resources established through the budgeting process, departments then deliver services and collect data about their performance. The financial cost accounting system parallels the Programs, Activities and Services (PAS) delineated within each department's strategic plan. This allows departments to collect expenditure and revenue data associated with their Services, Activities and Programs.

Along with collection of financial information, or inputs, departments also collect non-financial performance data related to demand, output, and results. Input data, or cost, is combined with output data to measure efficiency.

Reporting Results

Maricopa County is accountable to its residents by communicating what it does or doesn not achieve. The strategic plans, and the performance measures included within the plans, provide information about results that are meaningful to both employees and the public.

During the planning process, departments develop a family of performance measures for each Activity. Each Activity includes at least one of each of the following performance measurements:

Result: The impact or benefit customers receive from the Activity; expressed as a percentage or rate.

Output: The number of units or services or delivered or products produced for the customer; expressed as a number.

Demand: The number of total units of service or product demanded or needed by the customer; expressed as a number.

Efficiency: The average Activity cost per Output or Result; expressed as a dollar cost or man hours expended.

Countywide, on a quarterly basis, departments report performance data via the Managing for Results database. This strategy provides an efficient and timely vehicle to ensure that data is complete or to identify incomplete reporting.

In addition to specialized performance data created by individual departments, the Administrative Services Program provides standardized performance data on a variety of internal administrative and support services. This comprehensive, standardized Program is included within each departmental plan and ensures consistent data collection, measurement, and reporting of key administrative functions, including human resources, risk management, budgeting, financial services, procurement, and the office of the director/elected official Activities.

Through the quarterly web-based reporting, performance data can be viewed on an individual department basis and can be consolidated to obtain Countywide results, outputs, demands and efficiencies. Individual departments may also use the data to benchmark their results against other County departments and agencies.

Evaluating Results

The integrity of the Managing for Results process and the information produced by the planning and budgeting systems are critical to the County's efforts in Managing for Results and in sustaining public support. Maricopa County is committed to a management system founded on accurate information.

Departments evaluate results, then external evaluators, such as the Maricopa County Internal Audit Department have established specific procedures to ensure that departments' performance

information is sufficiently complete, accurate, valid and consistent. Performance audits provide assurance that reported data can be relied upon for decision-making purposes.

In addition, taxpayers and other organizations are interested in determining the effectiveness of results produced by governments. One well-known evaluation of governments is the Government Performance Project (GPP). The GPP is a national project conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University in partnership with Governing magazine. The study collects, evaluates, and compares information about how well governmental jurisdictions are managed in five key areas: financial management, human resources, information technology, capital management, and managing for results.

The specific criteria evaluated within the managing for results section of the study included:

- Does the government engage in results-oriented strategic planning in which strategic objectives are identified and provide a clear purpose; government leadership effectively communicates objectives to employees; government plans are responsive to input from citizens and other stakeholders including employees; agency plans are coordinated with central government plans?
- Does the government develop indicators and evaluative data that can measure progress toward results and accomplishments and does it take steps to ensure that these data are valid and accurate?
- Do leaders and managers use results data for policy making, budgeting, management and evaluation of progress?
- Are there organizations within the government whose responsibility it is to evaluate programs or agencies, and are their conclusions utilized?
- Does government communicate the results of its activities to stakeholders?

Since the time of the project's initiation in 1996, four studies have been conducted at the county, state, and city level. In 2001, Maricopa County was selected as one of the 40 leading counties to participate in the project. The comparative results of the study were published in a special issue of Governing in February 2002. Maricopa County was identified as one of the best-run counties in the country and was one of only two counties in the nation to receive the highest overall scores of "A-".

One of the most powerful tools available to high-performing organizations is the employee performance management system. Maricopa County uses this system to make it possible for employees to see how they contribute at the operational, departmental and corporate levels. Performance measures are used to develop the performance standards for individual employees as depicted in the following Employee Performance Results Planning & Alignment Worksheet:

Employee Performance Results Planning & Alignment Worksheet		
Name:	**Employee ID:**	**Date:**
Period Covered:	**Department**: Office of Management & Budget	

Department Mission:

The mission of the Office of Management and Budget is to provide organizational and strategic leadership and consultation for the Board of Supervisors so that they can make well-informed policy and budgetary decisions.

Department Strategic Goals Related to Position

- Maintain County expenditures within the constitutional limits set by the voters in 1998 through FY 2004
- 100% of County departments/agencies will be actively Managing for Results by CY 2002
- Management will use results-based performance information to make program and policy decisions by FY 2002
- The entire County will be fully engaged in Budgeting for Results by FY 2003

Program and Purpose

MULTI-YEAR PLANNING PROGRAM -- The purpose of this program is to provide forecasting and strategic planning services to the Board of Supervisors so they can set policy and make strategic decisions.

Activity, Purpose & Related Measures	Individual Performance Purpose Statement	Individual Results Goals/ Expectations (Measures & Targets)	Evaluation Review Comments
STRATEGIC PLANNING: The purpose of this activity is to provide planning services, tools and reviews to County departments, agencies and the Board of Supervisors so that they develop strategic plans that are aligned with the County strategic plan and with the Board of Supervisors' priorities. • **Result:** % of strategic plans accepted through corporate review	_____'s role in the Strategic Planning Activity is to provide the following services so that the strategic plans of assigned departments are aligned with the County strategic plan and with the Boards' priorities: • Facilitated sessions • Planning consultations • Planning tools • Planning reviews	• Contributes to 100% of assigned departments having successfully submitted amended/ updated strategic plans. • Demonstrates awareness of assigned agencies' families of measures in order to analyze how they compare with actual measures. • Utilizes MfR and strategic plans as the basis for making recommendations.	

Contributions to the achievement of departmental strategic goals and performance measures are the cornerstones of Maricopa County's employee performance management and evaluation system. The Managing for Results process strengthens the alignment from the County's strategic goals through the department's strategic goals. This alignment, in turn, directly links to the performance expectations of each employee. Employee performance ratings are based on the employee's contributions to the department's performance results.

Decision Making

Based on the validated performance information gathered, decisions can be made more logically and rationally. Having supportable data allows the County to make decisions about resource allocation adjustments based on changes in demand or service delivery. If performance targets are not met, the County has information it needs to decide if those targets were set appropriately or if there is a need for operation or process improvements.

In July of 2001, Maricopa County implemented an enhanced Board agenda process, which aligned it with the County's Managing for Results (MFR) initiative. This process mandated that departments include performance-related information from their strategic plans within each of their agenda items being presented for Board approval. The Board then had this performance information on which to base their decisions, as well as the projected results to be achieved. Implementation of this

enhanced process further aligned the actions of the Board with Managing for Results. Decision making at all levels of the County organization has become results based.

We must plan ahead to make the best business decisions possible concerning future uses of all of our limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers value for their money. In order to make the best business decisions, citizens and County government need the highest quality of performance information available. Department strategic plans provide the essential information for making policy and budget decisions that produce a high return on taxpayer dollars.

Financial Forecast

Executive Summary

Since 1994, the Maricopa County Office of Management and Budget has developed a financial forecast to assist in both short and long range financial planning. The FY 2002-03 version forecasts revenues, expenditures and ending fund balances for ten years, beginning with the current fiscal year. Following is a summary and detailed narrative description of the assumptions used in this forecast. Two forecast scenarios are developed, "Most Likely" and "Pessimistic" Schedules for the "Most Likely" are included for the following major funds:

- General Fund
- Detention (Jail Excise Tax) Fund – Operating and Capital Projects
- Transportation - Operating and Capital Projects
- Flood Control District - Operating and Capital Projects
- Library District - Operating and Capital Projects

"Pessimistic" versions of these schedules are not published in this document, but may be provided on request.

General Assumptions

This forecast provides a conservative estimate of the County's fiscal condition through the next ten years given realistic economic forecasts, current Board policies and existing laws. The forecast does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The forecast is based on the following assumptions:

- The Maricopa Integrated Health System (MIHS) will continue to operate as a part of County government.
- The County will continue to fund the Maricopa Integrated Health System (MIHS) operating subsidy in lieu of the prior Disproportionate Share transfer, plus additional amounts as necessary to maintain the financial solvency of the system.
- The forecast does not assume extension of the Jail Excise Tax, which has been referred to the voters of Maricopa County consideration in the November 2002 election. The forecast therefore assumes continuation of the policy of avoiding use of the existing jail excise tax for ongoing jail operating costs.
- General Fund surpluses, if any, will be reserved to repay debt used to complete the current capital improvement program (CIP) for general government facilities. No further capital improvements or debt issues are assumed in the forecast.

Overall Fiscal Position

The overall forecast is based on econometric forecasts of major revenues and demographic/economic cost drivers developed for Maricopa County by the consulting firm of Elliott D. Pollack and Company. In keeping with conservative planning practices, forecast information is provided to the County under both "most likely" and "pessimistic" scenarios; a "high" scenario is not considered. The key issues in the latest forecast update are the jail and juvenile detention program, the impact of escalating costs for indigent health care, and funding requirements for the CIP. A ten-year forecast horizon is used to assess the impact of the expiration of the jail tax, which is limited to nine years or $900 million in total collections.

The current forecast is much less favorable than last year's due to the economic downturn, significant costs shifted to Maricopa County by the State of Arizona, and potential operating losses in the Maricopa Integrated Health System. Both the Most Likely and Pessimistic scenarios now indicate that Maricopa County will not be able to absorb the full cost of operating new jail and juvenile detention facilities with existing General Fund revenues. In the Most Likely scenario, annual General Fund revenue growth ranges from approximately 4.5% to 6.5% after FY 2003-04, while expenditures and fund transfers increase from approximately by 9.7%, 8.3%, and 8.9% from FY 2004-05 through FY 2006-07, while new detention facilities come on-line and phase into full operation. Expenditures and fund transfers increase by 4.5% to 5.5% through the remainder of the forecast period. Operating deficits reach nearly $80 million in FY 2006-07 and level off thereafter. In the Pessimistic scenario, General Fund revenue growth rates are lower while expenditure increases are higher, creating greater operating deficits that reach nearly $350 million by Year 10.

The Most Likely scenario indicates that the Criminal Justice Facility Capital Plan will require a short-term borrowing to bridge a temporary funding gap beginning in Fiscal Year 2002-03. The scenario assumes the short-term debt is entirely repaid by the end of Fiscal Year 2004-05.

Revenue

The Board of Supervisors adopted a flat combined property tax rate for FY 2002-03, and the forecast assumes continued reduction in the combined rates for the Primary, Debt Service, Flood Control District, and Library District levies. The primary rate is held at the FY 2002-03 level, while the Debt Service levy and rate are eliminated after FY 2003-04 when the County's outstanding general obligation bonds are repaid. The Library District rate is held at the current rate of $.0421 through the forecast horizon, while the Flood Control District levy (plus Salt River Project Payments in Lieu of Taxes) is held flat at $45 million, thus causing the tax rate to decline.

The forecast predicts slower growth in primary net assessed value; assessed value growth due to market changes and new construction are projected to subside to lower levels after a drop in FY 2004-05 due to the delayed impact of the 2001-2002 recession. Estimated growth rates are conservative; market and growth estimates are based on local historical trends. However, assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system.

Forecasts of other revenue sources are based on economic forecasts and historical trends.

The forecast continues Disproportionate Share payments and General Fund State Shared Sales Tax withholding at FY 2002-03 levels.

Expenditures

Expenditure projections include relatively small increases in the cost of existing programs, plus estimated annual increases in staffing levels consistent with population growth.

Projections include funding for pay increases that are in line with inflation; the base inflation rate is adjusted 1-2% higher than for FY 2003-04 and FY 2004-05 to catch up with market salary disparities created by the FY 2002-03 freeze in salaries.

Major maintenance for current facilities and park enhancements continues through the end of the forecast period. Major maintenance for future general government and jail facilities begins in FY 2002-03 and increases each year thereafter as new facilities are placed in service.

County contributions to the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Long-Term Care System (ALTCS) are projected to increase in line with State forecasted growth. The forecast assumes that the County will continue to be required to pay for the full impact

of increases in the non-Federal portion of ALTCS, as well as 86% of the cost of restoration to competency costs, both of which resulted from cost-shifts in the State's FY 2002-03 budget.

The forecast assumes that MIHS will begin to require a General Fund subsidy above and beyond the current base of $13.1 million.

Revenue Assumption Detail

Net Assessed Value: Net assessed value includes:

- locally assessed real property and improvements,
- secured and unsecured personal property, and
- centrally assessed real property and improvements

The assessed value of each of these elements changes from year to year due to market trends, legislative changes and addition of new taxable property. For purposes of this forecast, each component of change was projected separately for each category of property. Market and growth estimates are based on historical trends; the impacts of legislative changes are also factored in where they are known. The forecasts should be considered conservative.

Penalties and Interest: The base forecast assumes that revenue from this source will remain at current levels relative to property tax collections.

Licenses and Permits: Overall, license and permit revenue is forecast to grow in line with economic factors. The two sources of General Fund license and permit revenue are liquor licenses and fiber optic franchise permits.

Intergovernmental Revenue (Excluding State Shared Sales Tax and Vehicle License Tax): Intergovernmental revenue is projected to grow in line with inflation. The major sources of intergovernmental revenue are Sheriff's Office Patrol Service reimbursements, election reimbursements, and Justice of the Peace salary reimbursements. Election reimbursements are adjusted to coincide with the timing of primary and general elections.

State Shared Sales Taxes: Based on econometric forecasts, growth in state shared sales tax revenue is expected to slow to lower levels of 4.5% to 5.6%, depending on the forecast scenario.

State Shared Vehicle License Taxes: Vehicle License Tax (VLT) revenue had grown rapidly over the past two years due to biennial registration and the strong economy, and have held over the last year due to special financing incentives. Both VLT forecast scenarios assume that fewer vehicle owners will register on a biennial basis, and that new vehicle sales will eventually slow. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of existing vehicles from out of state by new residents. Movements to cut or eliminate VLT by the State Legislature could reduce the amount of revenue to Maricopa County.

Charges for Services: Major sources of charges for services are recording fees, court fees, and tax sale fees. Most charges for service are expected to increase in line with County population growth. The forecast assumes no increase in fee rates.

Fines and Forfeits: General Fund fine and forfeit revenue is primarily from Justice Court traffic fines. Fines are expected to grow in line with County population growth. The forecast assumes no change in fine rates.

Patient Revenue: Patient charges collected in the General Fund consist of partial reimbursements by County residual long-term care patients for their cost of care. These revenues are projected to decline gradually in line with expenditures for residual long-term care, which are decreasing as the capped patient population decreases.

Interest Earnings: Interest Earnings are forecasted proportionate to historical interest earnings relative to total revenue and fund balances.

Miscellaneous Revenue: Major sources of miscellaneous revenue include Facilities Management Security Building lease revenue from Non-County organizations, Recorder fees for micro-graphics and Assessor Map and Copy fees. The forecast assumes that Facilities Management will phase out Non-County Security Building leases over the next five years. The forecast assumes no change in current miscellaneous fee rates.

Sale of Fixed Assets: No major property liquidations are anticipated through the forecast period. Minimal revenue is projected through the forecast period.

Operating Transfers-In: Operating transfers-in represent General Fund Departments' central service cost allocation, along with reimbursement from the Maricopa Integrated Health System for Disproportionate Share withholding. The forecast assumes that Central Service transfers-in will increase with inflation.

Expenditure Assumption Detail

Wages & Salaries: Wages and salaries are projected to increase at the anticipated rates of inflation and population growth. For FY 2003-04 and 2004-05, an additional 1-2% is added to account for the lack of adjustments relative to the salary market in FY 2002-03.

Employee Benefits: Beginning in Fiscal Year 2003-04 forecasted benefit costs include the projected impact of increasing ASRS contributions, as well as employee health and dental insurance costs.

Supplies and Services: Supplies and services are projected to increase at the anticipated rates of inflation and population growth.

Capital Outlay: Capital outlay expenditures are projected to increase at the anticipated rates of inflation and population growth.

General Government: General Government is presented as a separate item because it is comprised of many program elements that must be projected individually. These programs include the following:

- General Contingency - the FY 2002-03 budget of $20 million increases each year in line with increases in the overall General Fund budget.
- Major maintenance for current facilities and park enhancements continues through the end of the forecast period. Major maintenance for future general government facilities begins in Fiscal Year 2002-03 and increases each year thereafter as new facilities are placed in service.
- Vehicle Replacement - replacement of vehicles operated by General Fund departments is projected to increase with inflation and population growth through the forecast period.

Jail/Juvenile Detention Maintenance of Effort: The forecast assumes no extension of the Jail Excise Tax, and that the General Fund will therefore continue to support ongoing existing and future detention facility operating costs. The General Fund contribution fully covers all existing and future detention facility operating costs through the forecast period. Current estimated costs of operating new facilities are assumed to be phased in over four fiscal years starting in FY 2003-04.

Election Costs: The incremental cost of administering primary and general elections is cyclical in nature.

Health Care Mandates: Health Care Mandates include a variety of mandated and Board-sponsored health care related costs: the Arnold v. San Court Order requirements for treatment of the seriously mentally ill, an intergovernmental agreement for general mental health assistance, and

the Long Term Care Residual program. The Arnold v. Sarn Court Order forecast includes anticipated medical inflation and an additional 2% inflation to account for a possible change in the pharmaceuticals weighting in future Intergovernmental Agreement formulae. For certain programs in Health Care Mandates, no growth is projected, while costs for some programs are projected to increase based on population growth and medical inflation. The forecast assumes continuation of the new requirement for County payments to the Arizona State Hospital for 86% of costs or restoration of mental competency of criminal defendants.

AHCCCS/ALTCS Contributions: County contributions to AHCCCS and ALTCS are projected to increase in line with State forecasted growth. The forecast assumes that the County will continue to cover the full impact of increases in the non-federal portion of the ALTCS program, as provided in the FY 2002-03 State budget.

Capital Projects

Capital Project expenditures are forecast based on the current approved Five-Year Capital Improvement Program. For General Fund, Detention Fund and Library District projects, no additional spending is forecasted beyond the current five-year program. For Transportation and Flood Control District, capital project expenditures are assumed to remain at the level planned for Year 5, adjusted for availability of resources.

General Fund

	Adopted FY 2002-03	2 FY 2003-04	3 FY 2004-05	4 FY 2005-06	5 FY 2006-07
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 277,949,612	$ 295,649,334	$ 302,029,434	$ 321,876,097	$ 345,622,168
Tax Penalties & Interest	8,000,000	8,940,000	9,509,000	9,714,000	10,352,000
Licenses & Permits	428,970	432,089	435,302	438,611	442,019
Other Intergovernmental	7,181,221	6,089,772	7,740,403	6,518,772	8,353,511
Payments in Lieu of Taxes	6,929,684	6,929,684	6,929,684	6,929,684	6,929,684
State Shared Sales Tax	335,423,506	364,660,132	385,081,099	406,645,640	429,417,797
State Shared Vehicle License Tax	101,980,938	115,477,419	123,560,838	132,210,097	141,464,804
Other Charges for Services	18,518,283	19,005,686	19,565,686	20,135,686	20,735,686
Patient Service Revenue	52,848	42,278	31,709	21,139	10,570
Fines & Forfeits	10,718,820	11,040,310	11,371,444	11,712,512	12,063,813
Interest Earnings	12,001,580	12,667,169	13,034,381	14,686,720	16,536,351
Miscellaneous Revenue	2,595,685	2,414,201	2,247,740	2,079,385	1,918,744
Gain On Fixed Assets	50,000	50,000	50,000	50,000	50,000
Total Revenue	**$ 781,831,147**	**$ 843,398,075**	**$ 881,586,720**	**$ 933,018,343**	**$ 993,897,147**
Net Growth Rate	4.00%	7.87%	4.53%	5.83%	6.52%
Fund Transfers-In					
Disproportionate Share Match	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800
Central Service Allocation	7,866,687	8,060,000	8,260,000	8,470,000	8,680,000
Total Transfers In	**$ 109,627,487**	**$ 109,820,800**	**$ 110,020,800**	**$ 110,230,800**	**$ 110,440,800**
Total Sources	$ 891,458,634	$ 953,218,875	$ 991,607,520	$ 1,043,249,143	$ 1,104,337,947
Net Growth Rate	10.63%	6.93%	4.03%	5.21%	5.86%
Uses of Funds:					
Expenditures:					
Personal Services	$ 250,075,279	$ 273,030,178	$ 292,438,970	$ 307,823,536	$ 326,525,055
Supplies & Services	69,903,805	72,363,138	80,349,714	80,983,677	89,558,439
Capital Outlay	2,272,760	2,399,466	2,533,237	2,674,465	2,823,566
General Government	81,975,405	68,884,926	65,397,734	68,882,611	71,598,402
AHCCCS/ALTCS Contributions	160,841,812	178,711,004	197,801,612	218,197,509	239,988,340
Transfer Out to Detention Fund	120,866,924	157,090,762	196,037,599	235,385,177	272,827,663
Other Mandated Health Care	69,505,398	48,252,501	50,743,878	53,268,080	55,943,307
MIHS Subsidy	13,140,300	13,140,300	17,140,300	18,140,300	23,140,300
Disproportionate Share Match	101,760,800	101,760,800	101,760,800	101,760,800	101,760,800
Total Uses	$ 870,342,483	$ 915,633,075	$ 1,004,203,845	$ 1,087,116,154	$ 1,184,165,873
Net Growth Rate		5.20%	9.67%	8.26%	8.93%
Projected Surplus/Deficit:	$ 21,116,151	$ 37,585,800	$ (12,596,325)	$ (43,867,011)	$ (79,827,926)
Percent of Total Expenditures	2.43%	4.10%	-1.25%	-4.04%	-6.74%
Fund Balance:					
Beginning Unreserved Balance	$ 223,944,803	$ 150,500,000	$ 141,710,800	$ 98,834,475	$ 28,277,464
Designation for Cash Flow	(93,000,000)	(98,900,000)	(101,000,000)	(107,600,000)	(115,500,000)
Designation for MIHS	(53,000,000)	(53,000,000)	(53,000,000)	(53,000,000)	(53,000,000)
Designation for Capital Projects	(4,500,000)	-	-	-	-
Unreserved/Undesignated Balance	$ 73,444,803	$ (1,400,000)	$ (12,289,200)	$ (61,765,525)	$ (140,222,536)
Net Surplus/Deficit	21,116,151	37,585,800	(12,596,325)	(43,867,011)	(79,827,926)
Appropriated Fund Balance	(94,560,954)	(46,375,000)	(30,280,000)	(26,690,000)	(21,020,000)
Ending Unres./Undesig. Fund Bal.	$ -	$ (10,189,200)	$ (55,165,525)	$ (132,322,536)	$ (241,070,462)
Ending Unreserved Fund Balance	$ 150,500,000	$ 141,710,800	$ 98,834,475	$ 28,277,464	$ (72,570,462)

General Fund (Continued)

	6 FY 2007-08	7 FY 2008-09	8 FY 2009-10	9 FY 2010-11	10 FY 2011-12
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 372,540,620	$ 392,060,639	$ 418,390,504	$ 440,775,715	$ 470,989,999
Tax Penalties & Interest	11,116,000	11,982,000	12,610,000	13,457,000	14,177,000
Licenses & Permits	445,530	449,146	452,870	456,706	460,657
Other Intergovernmental	6,984,772	9,023,541	7,493,772	9,758,663	8,045,772
Payments in Lieu of Taxes	6,929,684	6,929,684	6,929,684	6,929,684	6,929,684
State Shared Sales Tax	453,465,193	478,859,244	505,675,362	533,993,182	563,896,800
State Shared Vehicle License Tax	151,367,340	161,963,054	173,300,468	185,431,500	198,411,705
Other Charges for Services	21,335,686	21,975,686	22,625,686	23,285,686	23,985,686
Patient Service Revenue	-	-	-	-	-
Fines & Forfeits	12,425,652	12,798,347	13,182,222	13,577,614	13,984,867
Interest Earnings	18,475,548	20,466,507	22,443,231	23,173,353	23,971,156
Miscellaneous Revenue	1,761,484	1,815,318	1,870,575	1,927,279	1,986,454
Gain On Fixed Assets	50,000	50,000	50,000	50,000	50,000
Total Revenue	**$ 1,056,897,509**	**$ 1,118,373,165**	**$ 1,185,024,374**	**$ 1,252,816,382**	**$ 1,326,889,780**
Net Growth Rate	6.34%	5.82%	5.96%	5.72%	5.91%
Fund Transfers-In					
Disproportionate Share Match	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800
Central Service Allocation	8,900,000	9,120,000	9,350,000	9,580,000	9,820,000
Total Transfers In	**$ 110,660,800**	**$ 110,880,800**	**$ 111,110,800**	**$ 111,340,800**	**$ 111,580,800**
Total Sources	$ 1,167,558,309	$ 1,229,253,965	$ 1,296,135,174	$ 1,364,157,182	$ 1,438,470,580
Net Growth Rate	5.72%	5.28%	5.44%	5.25%	5.45%
Uses of Funds:					
Expenditures:					
Personal Services	$ 343,710,442	$ 364,595,415	$ 383,793,140	$ 407,117,275	$ 428,563,797
Supplies & Services	90,265,060	99,822,559	100,610,163	111,263,029	112,140,899
Capital Outlay	2,980,980	3,147,169	3,322,624	3,507,860	3,703,424
General Government	73,184,351	76,362,984	79,702,397	83,231,587	86,955,409
AHCCCS/ALTCS Contributions	263,269,930	288,144,703	314,722,141	343,027,864	369,200,042
Transfer Out to Detention Fund	280,557,752	288,488,997	296,627,070	304,977,808	313,686,930
Other Mandated Health Care	58,778,747	61,820,218	63,180,139	66,546,739	70,115,209
MIHS Subsidy	23,140,300	23,140,300	25,140,300	25,140,300	28,140,300
Disproportionate Share Match	101,760,800	101,760,800	101,760,800	101,760,800	101,760,800
Total Uses	$ 1,237,648,361	$ 1,307,283,145	$ 1,368,858,774	$ 1,446,573,263	$ 1,514,266,810
Net Growth Rate	4.52%	5.63%	4.71%	5.68%	4.68%
Projected Surplus/Deficit:	$ (70,090,052)	$ (78,029,179)	$ (72,723,600)	$ (82,416,080)	$ (75,796,230)
Percent of Total Expenditures	-5.66%	-5.97%	-5.31%	-5.70%	-5.01%
Fund Balance:					
Beginning Unreserved Balance	$ (72,570,462)	$ (160,660,514)	$ (256,689,693)	$ (347,413,293)	$ (447,829,373)
Designation for Cash Flow	(124,500,000)	(131,000,000)	(139,800,000)	(147,300,000)	(157,400,000)
Designation for MIHS	(53,000,000)	(53,000,000)	(53,000,000)	(53,000,000)	(53,000,000)
Designation for Capital Projects	-	-	-	-	-
Unreserved/Undesignated Balance	$ (250,070,462)	$ (344,660,514)	$ (449,489,693)	$ (547,713,293)	$ (658,229,373)
Net Surplus/Deficit	(70,090,052)	(78,029,179)	(72,723,600)	(82,416,080)	(75,796,230)
Appropriated Fund Balance	(18,000,000)	(18,000,000)	(18,000,000)	(18,000,000)	(18,000,000)
Ending Unres./Undesig. Fund Bal.	$ (338,160,514)	$ (440,689,693)	$ (540,213,293)	$ (648,129,373)	$ (752,025,603)
Ending Unreserved Fund Balance	$ (160,660,514)	$ (256,689,693)	$ (347,413,293)	$ (447,829,373)	$ (541,625,603)

Transportation

	Adopted FY 2002-03	2 FY 2003-04	3 FY 2004-05	4 FY 2005-06	5 FY 2006-07
OPERATIONS (FUND 232)					
Most Likely					
Sources of Funds:					
Revenue					
Licenses & Permits	$ 1,700,000	$ 1,794,775	$ 1,894,834	$ 2,000,471	$ 2,111,997
Other Intergovernmental	1,376,624	1,411,040	1,446,316	1,482,473	1,519,535
State Shared Highway User Rev.	77,933,792	81,299,101	84,811,353	88,559,609	92,615,263
State Shared Vehicle License Taxes	6,682,872	7,184,087	7,686,974	8,225,062	8,800,816
Interest Earnings	400,000	367,925	379,867	399,473	419,386
Miscellaneous Revenue	73,600	75,440	77,326	79,259	81,241
Gain on Fixed Assets	230,000	235,750	241,644	247,685	253,877
Total Sources	$ 88,396,888	$ 89,162,304	$ 93,197,164	$ 97,511,087	$ 102,170,582
Net Growth Rate		0.87%	4.53%	4.63%	4.78%
Uses of Funds:					
Expenditures					
Personal Services	$ 18,217,356	$ 19,404,943	$ 20,404,991	$ 21,265,792	$ 22,163,439
Supplies & Services	24,097,958	25,441,419	26,859,778	28,357,211	29,938,125
Capital Outlay	3,300,608	3,383,123	3,467,701	3,554,394	3,643,254
Total Expenditures	$ 45,615,922	$ 48,229,485	$ 50,732,471	$ 53,177,397	$ 55,744,818
Net Growth Rate		5.73%	5.19%	4.82%	4.83%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 1,647,240	$ 1,785,159	$ 1,924,749	$ 2,067,946	$ 2,221,981
Debt Service Allocation	277,765	275,000	-	-	-
Capital Projects Fund	53,000,000	40,000,000	40,000,000	42,000,000	44,000,000
Total Transfers Out	$ 54,925,005	$ 42,060,159	$ 41,924,749	$ 44,067,946	$ 46,221,981
Total Uses	$ 100,540,927	$ 90,289,644	$ 92,657,220	$ 97,245,342	$ 101,966,799
Projected Surplus/Deficit:	$ (12,144,039)	$ (1,127,341)	$ 539,944	$ 265,745	$ 203,783
Fund Balance:					
Beginning Unreserved Balance	$ 13,525,279	$ 1,381,240	$ 253,899	$ 793,844	$ 1,059,589
Net Surplus/Deficit	(12,144,039)	(1,127,341)	539,944	265,745	203,783
Ending Balance	$ 1,381,240	$ 253,899	$ 793,844	$ 1,059,589	$ 1,263,372
CAPITAL PROJECTS (FUND 232)					
Most Likely					
Sources of Funds:					
Revenue	$ 31,578,721	$ 22,662,621	$ 9,448,121	$ 6,724,121	$ 1,569,124
Fund Transfers In	53,000,000	40,000,000	40,000,000	42,000,000	44,000,000
Total Sources	$ 84,578,721	$ 62,662,621	$ 49,448,121	$ 48,724,121	$ 45,569,124
Uses of Funds:	$ 84,306,743	$ 69,649,000	$ 51,350,000	$ 44,975,184	$ 40,422,000
Fund Balance:					
Beginning Unreserved Balance	$ 223,620	$ 495,598	$ (6,490,781)	$ (8,392,660)	$ (4,643,723)
Sources Less Uses	271,978	(6,986,379)	(1,901,879)	3,748,937	5,147,124
Ending Unreserved Fund Balance	$ 495,598	$ (6,490,781)	$ (8,392,660)	$ (4,643,723)	$ 503,401

Transportation (Continued)

	6 FY 2007-08	7 FY 2008-09	8 FY 2009-10	9 FY 2010-11	10 FY 2011-12
OPERATIONS (FUND 232)					
Most Likely					
Sources of Funds:					
Revenue					
Licenses & Permits	$ 2,229,741	$ 2,354,049	$ 2,485,287	$ 2,623,842	$ 2,770,121
Other Intergovernmental	1,557,524	1,596,462	1,636,373	1,677,283	1,719,215
State Shared Highway User Rev.	96,596,485	100,979,901	105,498,294	110,218,864	115,150,659
State Shared Vehicle License Taxes	9,416,873	10,076,054	10,781,378	11,536,074	12,343,600
Interest Earnings	438,948	459,364	480,767	503,542	528,089
Miscellaneous Revenue	83,272	85,353	87,487	89,674	91,916
Gain on Fixed Assets	260,224	266,729	273,398	280,233	287,238
Total Sources	$ 106,795,802	$ 111,867,401	$ 117,121,324	$ 122,628,388	$ 128,401,503
Net Growth Rate	4.53%	4.75%	4.70%	4.70%	4.71%
Uses of Funds:					
Expenditures					
Personal Services	$ 23,099,539	$ 24,075,769	$ 25,093,883	$ 26,155,710	$ 27,263,163
Supplies & Services	31,607,176	33,369,276	35,229,613	37,193,664	39,267,211
Capital Outlay	3,734,335	3,827,693	3,923,386	4,021,470	4,122,007
Total Expenditures	$ 58,441,050	$ 61,272,738	$ 64,246,882	$ 67,370,844	$ 70,652,381
Net Growth Rate	4.84%	4.85%	4.85%	4.86%	4.87%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 2,387,689	$ 2,565,966	$ 2,757,779	$ 2,964,172	$ 3,186,266
Debt Service Allocation	-	-	-	-	-
Capital Projects Fund	46,000,000	48,000,000	50,000,000	52,000,000	55,000,000
Total Transfers Out	$ 48,387,689	$ 50,565,966	$ 52,757,779	$ 54,964,172	$ 58,186,266
Total Uses	$ 106,828,738	$ 111,838,704	$ 117,004,661	$ 122,335,016	$ 128,838,647
Projected Surplus/Deficit:	$ (32,936)	$ 28,697	$ 116,663	$ 293,372	$ (437,144)
Fund Balance:					
Beginning Unreserved Balance	$ 1,263,372	$ 1,230,436	$ 1,259,133	$ 1,375,796	$ 1,669,168
Net Surplus/Deficit	(32,936)	28,697	116,663	293,372	(437,144)
Ending Balance	$ 1,230,436	$ 1,259,133	$ 1,375,796	$ 1,669,168	$ 1,232,024
CAPITAL PROJECTS (FUND 232)					
Most Likely					
Sources of Funds:					
Revenue	$ -	$ -	$ -	$ -	$ -
Fund Transfers In	46,000,000	48,000,000	50,000,000	52,000,000	55,000,000
Total Sources	$ 46,000,000	$ 48,000,000	$ 50,000,000	$ 52,000,000	$ 55,000,000
Uses of Funds:	$ 46,000,000	$ 48,000,000	$ 50,000,000	$ 52,000,000	$ 55,000,000
Fund Balance:					
Beginning Unreserved Balance	$ 503,401	$ 503,401	$ 503,401	$ 503,401	$ 503,401
Sources Less Uses	-	-	-	-	-
Ending Unreserved Fund Balance	$ 503,401	$ 503,401	$ 503,401	$ 503,401	$ 503,401

Flood Control District

	Adopted FY 2002-03	2 FY 2003-04	3 FY 2004-05	4 FY 2005-06	5 FY 2006-07
OPERATIONS (FUND 991)					
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 44,868,061	$ 44,868,094	$ 44,869,829	$ 44,873,744	$ 44,899,863
Licenses & Permits	1,800,700	1,890,735	1,947,457	2,005,881	2,066,057
Other Intergovernmental	15,073,000	5,199,825	5,329,821	5,463,066	5,599,643
Payments in Lieu of Taxes	134,393	128,131	125,144	116,636	106,180
Interest Earnings	850,000	856,432	861,283	866,169	871,412
Miscellaneous	8,305,700	825,843	846,489	867,651	889,342
Total Sources	$ 71,031,854	$ 53,769,060	$ 53,980,022	$ 54,193,147	$ 54,432,497
Net Growth Rate		-24.30%	0.39%	0.39%	0.44%
Uses of Funds:					
Expenditures:					
Personal Services	$ 9,737,682	$ 10,373,023	$ 10,905,717	$ 11,362,230	$ 11,838,093
Supplies & Services	10,260,329	10,680,126	11,166,072	11,674,129	12,205,301
Capital Outlay	686,881	718,134	750,809	784,971	820,687
Total Expenditures	$ 20,684,892	$ 21,771,283	$ 22,822,599	$ 23,821,330	$ 24,864,081
		5%	5%	4%	4%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 1,122,858	$ 1,211,377	$ 1,301,621	$ 1,392,545	$ 1,489,839
Capital Projects Fund	49,000,000	39,000,000	29,000,000	29,000,000	28,000,000
Total Transfers Out	$ 50,122,858	$ 40,211,377	$ 30,301,621	$ 30,392,545	$ 29,489,839
Total Uses	$ 70,807,750	$ 61,982,661	$ 53,124,219	$ 54,213,875	$ 54,353,921
Projected Surplus/(Deficit):	$ 224,104	$ (8,213,601)	$ 855,803	$ (20,728)	$ 78,577
Fund Balance:					
Beginning Unreserved Balance	$ 16,809,114	$ 17,033,218	$ 8,819,617	$ 9,675,420	$ 9,654,692
Fund Balance Designations	(8,000,000)	(8,400,000)	(8,700,000)	(9,000,000)	(9,300,000)
Unreserved/Undesignated Balance	$ 8,809,114	$ 8,633,218	$ 119,617	$ 675,420	$ 354,692
Net Surplus/Deficit	224,104	(8,213,601)	855,803	(20,728)	78,577
Ending Unres./Undesig. Fund Bal.	$ 9,033,218	$ 419,617	$ 975,420	$ 654,692	$ 433,268
Ending Unreserved Fund Balance	$ 17,033,218	$ 8,819,617	$ 9,675,420	$ 9,654,692	$ 9,733,268
CAPITAL PROJECTS (FUND 990)					
Most Likely					
Sources of Funds:					
Revenue	$ -	$ 18,110,000	$ 23,151,000	$ 23,525,000	$ 19,820,000
Fund Transfers In	49,000,000	39,000,000	29,000,000	29,000,000	28,000,000
Total Sources	$ 49,000,000	$ 57,110,000	$ 52,151,000	$ 52,525,000	$ 47,820,000
Uses of Funds:	$ 48,704,497	$ 49,800,000	$ 51,400,000	$ 53,000,000	$ 54,700,000
Fund Balance:					
Beginning Unreserved Balance	$ 178,414	$ 473,917	$ 7,783,917	$ 8,534,917	$ 8,059,917
Sources Less Uses	295,503	7,310,000	751,000	(475,000)	(6,880,000)
Ending Unreserved Fund Balance	$ 473,917	$ 7,783,917	$ 8,534,917	$ 8,059,917	$ 1,179,917

Flood Control District (Continued)

	6 FY 2007-08	7 FY 2008-09	8 FY 2009-10	9 FY 2010-11	10 FY 2011-12
OPERATIONS (FUND 991)					
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 44,897,146	$ 44,917,703	$ 44,903,223	$ 44,932,343	$ 44,909,726
Licenses & Permits	2,128,039	2,191,880	2,257,636	2,325,366	2,325,366
Other Intergovernmental	5,739,634	5,883,125	6,030,203	6,180,958	6,335,482
Payments in Lieu of Taxes	97,933	92,802	86,633	82,087	76,567
Interest Earnings	876,192	881,346	885,937	891,229	890,865
Miscellaneous	911,576	934,365	957,724	981,667	1,006,209
Total Sources	$ 54,650,519	$ 54,901,221	$ 55,121,356	$ 55,393,650	$ 55,544,214
Net Growth Rate	0.40%	0.46%	0.40%	0.49%	0.27%
Uses of Funds:					
Expenditures:					
Personal Services	$ 12,334,136	$ 12,851,232	$ 13,390,286	$ 13,952,247	$ 14,538,105
Supplies & Services	12,760,643	13,341,252	13,948,279	14,582,925	15,246,449
Capital Outlay	858,028	897,069	937,885	980,559	1,025,175
Total Expenditures	$ 25,952,807	$ 27,089,552	$ 28,276,450	$ 29,515,732	$ 30,809,728
	4%	4%	4%	4%	4%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 1,593,952	$ 1,705,362	$ 1,824,583	$ 1,952,163	$ 2,088,691
Capital Projects Fund	27,000,000	25,000,000	25,000,000	24,000,000	22,000,000
Total Transfers Out	$ 28,593,952	$ 26,705,362	$ 26,824,583	$ 25,952,163	$ 24,088,691
Total Uses	$ 54,546,759	$ 53,794,914	$ 55,101,033	$ 55,467,895	$ 54,898,420
Projected Surplus/(Deficit):	$ 103,760	$ 1,106,307	$ 20,324	$ (74,245)	$ 645,795
Fund Balance:					
Beginning Unreserved Balance	$ 9,733,268	$ 9,837,028	$ 10,943,335	$ 10,963,659	$ 10,889,414
Fund Balance Designations	(9,600,000)	(9,900,000)	(10,200,000)	(10,500,000)	(10,500,000)
Unreserved/Undesignated Balance	$ 133,268	$ (62,972)	$ 743,335	$ 463,659	$ 389,414
Net Surplus/Deficit	103,760	1,106,307	20,324	(74,245)	645,795
Ending Unres./Undesig. Fund Bal.	$ 237,028	$ 1,043,335	$ 763,659	$ 389,414	$ 1,035,208
Ending Unreserved Fund Balance	$ 9,837,028	$ 10,943,335	$ 10,963,659	$ 10,889,414	$ 11,535,208
CAPITAL PROJECTS (FUND 990)					
Most Likely					
Sources of Funds:					
Revenue	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000
Fund Transfers In	27,000,000	25,000,000	25,000,000	24,000,000	22,000,000
Total Sources	$ 47,000,000	$ 45,000,000	$ 45,000,000	$ 44,000,000	$ 42,000,000
Uses of Funds:	$ 48,000,000	$ 45,000,000	$ 45,000,000	$ 44,000,000	$ 42,000,000
Fund Balance:					
Beginning Unreserved Balance	$ 1,179,917	$ 179,917	$ 179,917	$ 179,917	$ 179,917
Sources Less Uses	(1,000,000)	-	-	-	-
Ending Unreserved Fund Balance	$ 179,917	$ 179,917	$ 179,917	$ 179,917	$ 179,917

Library District

	Adopted FY 2002-03	2 FY 2003-04	3 FY 2004-05	4 FY 2005-06	5 FY 2006-07
OPERATIONS (FUND 244)					
Most Likely					
Source of Funds:					
Revenue					
Property Taxes	$ 10,296,417	$ 10,956,259	$ 11,193,492	$ 11,928,771	$ 13,000,131
Other Intergovernmental	12,000	12,000	12,000	12,000	12,000
Payments in Lieu of Taxes	189,085	187,436	187,436	187,436	187,436
Fines & Forfeits	260,000	267,800	275,834	284,109	292,632
Interest Earnings	216,000	205,142	189,361	187,821	195,421
Miscellaneous	76,467	78,379	80,338	82,347	84,405
Total Sources	$ 11,049,969	$ 11,707,016	$ 11,938,461	$ 12,682,483	$ 13,772,026
Net Growth Rate		5.95%	1.98%	6.23%	8.59%
Uses of Funds:					
Expenditures					
Personal Services	$ 6,277,512	$ 6,804,910	$ 7,610,775	$ 7,812,172	$ 8,019,061
Supplies & Services	4,332,665	3,764,482	4,150,719	4,254,487	4,360,849
Capital Outlay	270,600	564,365	342,724	351,292	360,075
Total Expenditures	$ 10,880,777	$ 11,133,757	$ 12,104,217	$ 12,417,951	$ 12,739,984
Net Growth Rate		2.33%	8.72%	2.59%	2.59%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 592,619	$ 621,557	$ 692,628	$ 728,345	$ 765,914
Debt Service Allocation	2,147	2,000	-	-	-
Capital Projects Fund	1,102,200	1,448,440	-	-	-
Total Transfers Out	$ 1,696,966	$ 2,071,997	$ 692,628	$ 728,345	$ 765,914
Total Uses	$ 12,577,743	$ 13,205,754	$ 12,796,846	$ 13,146,296	$ 13,505,898
Projected Surplus/Deficit:	$ (1,527,774)	$ (1,498,739)	$ (858,385)	$ (463,813)	$ 266,128
Fund Balance:					
Beginning Unreserved Balance	$ 6,969,839	$ 5,442,065	$ 3,943,326	$ 3,084,942	$ 2,621,129
Fund Balance Designations	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)
Unreserved/Undesignated Balance	$ 5,269,839	$ 3,742,065	$ 2,243,326	$ 1,384,942	$ 921,129
Net Surplus/Deficit	(1,527,774)	(1,498,739)	(858,385)	(463,813)	266,128
Ending Unres./Undesig. Fund Bal.	$ 3,742,065	$ 2,243,326	$ 1,384,942	$ 921,129	$ 1,187,257
Ending Unreserved Fund Balance	$ 5,442,065	$ 3,943,326	$ 3,084,942	$ 2,621,129	$ 2,887,257

Library District (Continued)

	6 FY 2007-08	7 FY 2008-09	8 FY 2009-10	9 FY 2010-11	10 FY 2011-12
OPERATIONS (FUND 244)					
Most Likely					
Source of Funds:					
Revenue					
Property Taxes	$ 14,009,307	$ 14,750,714	$ 15,738,220	$ 16,588,082	$ 17,721,076
Other Intergovernmental	12,000	12,000	12,000	12,000	12,000
Payments in Lieu of Taxes	187,436	187,436	187,436	187,436	187,436
Fines & Forfeits	301,411	310,454	319,767	329,360	339,241
Interest Earnings	211,375	232,310	261,236	296,396	341,269
Miscellaneous	86,515	88,678	90,895	93,168	95,497
Total Sources	$ 14,808,045	$ 15,581,592	$ 16,609,555	$ 17,506,442	$ 18,696,519
Net Growth Rate	7.52%	5.22%	6.60%	5.40%	6.80%
Uses of Funds:					
Expenditures					
Personal Services	$ 8,231,596	$ 8,449,940	$ 8,674,257	$ 8,904,717	$ 9,141,497
Supplies & Services	4,469,870	4,581,617	4,696,157	4,813,561	4,933,900
Capital Outlay	369,076	378,303	387,761	397,455	407,391
Total Expenditures	$ 13,070,543	$ 13,409,860	$ 13,758,175	$ 14,115,733	$ 14,482,788
Net Growth Rate	2.59%	2.60%	2.60%	2.60%	2.60%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 805,431	$ 846,999	$ 890,725	$ 936,721	$ 985,105
Debt Service Allocation	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-
Total Transfers Out	$ 805,431	$ 846,999	$ 890,725	$ 936,721	$ 985,105
Total Uses	$ 13,875,974	$ 14,256,859	$ 14,648,900	$ 15,052,454	$ 15,467,894
Projected Surplus/Deficit:	$ 932,071	$ 1,324,733	$ 1,960,655	$ 2,453,988	$ 3,228,625
Fund Balance:					
Beginning Unreserved Balance	$ 2,887,257	$ 3,819,328	$ 5,144,061	$ 7,104,716	$ 9,558,704
Fund Balance Designations	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)
Unreserved/Undesignated Balance	$ 1,187,257	$ 2,119,328	$ 3,444,061	$ 5,404,716	$ 7,858,704
Net Surplus/Deficit	932,071	1,324,733	1,960,655	2,453,988	3,228,625
Ending Unres./Undesig. Fund Bal.	$ 2,119,328	$ 3,444,061	$ 5,404,716	$ 7,858,704	$ 11,087,328
Ending Unreserved Fund Balance	$ 3,819,328	$ 5,144,061	$ 7,104,716	$ 9,558,704	$ 12,787,328

Detention Fund - Operations

	Adopted FY 2002-03	2 FY 2003-04	3 FY 2004-05	4 FY 2005-06	5 FY 2006-07
OPERATIONS (Fund 255)					
Most Likely					
Sources of Funds					
Revenues:					
Jail Excise Tax	$ 101,691,796	$ 110,555,591	$ 116,746,704	$ 123,284,519	$ 116,789,877
Jail Per Diem & Miscellaneous	14,513,461	14,513,461	14,513,461	14,513,461	14,513,461
Interest Income	-	-	-	-	-
Total Revenues	$ 116,205,257	$ 125,069,052	$ 131,260,165	$ 137,797,980	$ 131,303,338
Fund Transfers In:					
Base Maintenance of Effort	$ 111,051,923	$ 118,534,727	$ 126,130,977	$ 128,862,060	$ 137,326,764
Above Base Maintenance of Effort	9,815,001	38,556,035	69,906,622	106,523,117	135,500,899
Total Transfers In	$ 120,866,924	$ 157,090,762	$ 196,037,599	$ 235,385,177	$ 272,827,663
Total sources	$ 237,072,181	$ 282,159,813	$ 327,297,764	$ 373,183,157	$ 404,131,001
Total Operating (exc. Jail Excise)	$ 135,380,385	$ 171,604,223	$ 210,551,060	$ 249,898,638	$ 287,341,124
Uses of Funds:					
Operating Expenditures - Existing Facilities					
Personal Services	$ 99,272,076	$ 106,084,443	$ 110,679,567	$ 114,638,329	$ 117,740,182
Supplies & Services	22,174,582	21,878,570	22,425,534	22,986,172	23,560,826
Capital Outlay	558,763	3,403,312	3,488,395	3,575,605	3,664,995
Subtotal - Current Operations	$ 122,005,421	$ 131,366,325	$ 136,593,496	$ 141,200,106	$ 144,966,003
Operating Expenditures - New Facilities					
Personal Services		$ 21,308,720	$ 44,519,446	$ 69,133,144	$ 94,612,841
Supplies & Services		5,661,932	11,606,960	17,845,701	24,389,124
Subtotal - New Facilities		$ 26,970,652	$ 56,126,406	$ 86,978,845	$ 119,001,966
Integ. Criminal Justice Info. System	$ 4,541,898	$ 3,057,451	$ 1,123,722	$ 1,837,860	$ 1,692,177
Non-Departmental/Contingencies	$ 8,829,000	$ 13,267,246	$ 17,831,158	$ 21,719,687	$ 23,373,155
(Includes Major Maitenance)					
Total Operating Expenditures	$ 135,376,319	$ 171,604,223	$ 210,551,060	$ 249,898,638	$ 287,341,124
Operating Surplus/(Deficit)	$ 4,066	$ -	$ -	$ -	$ -
Non-Recurring Expenditures					
ICJIS - Phase II	$ -	$ 3,408,922	$ 2,722,453	$ 7,158,582	$ 6,653,060
ICJIS - Phase IIII	-	-	-	-	6,302,658
Subtotal ICJIS Phases II & III	$ -	$ 3,408,922	$ 2,722,453	$ 7,158,582	$ 12,955,718
Appropriated Fund Balance	$ 27,707,666	$ 46,000,000	$ 58,950,000	$ 33,350,000	$ 40,350,000
Sub-Total Non-Recurring	$ 27,707,666	$ 49,408,922	$ 61,672,453	$ 40,508,582	$ 53,305,718
Transfer to Detention Capital Projects	$ 98,138,712	$ 60,000,000	$ 55,000,000	$ 5,536,100	$ -
Total Non-Operating Expenditures	$ 125,846,378	$ 109,408,922	$ 116,672,453	$ 46,044,682	$ 53,305,718
Non-Operating Surplus/(Deficit)	$ (24,154,582)	$ 1,146,669	$ 74,251	$ 77,239,837	$ 63,484,159
Total Expenditures (Operating Plus Non-Operating)	$ 261,222,697	$ 281,013,145	$ 327,223,513	$ 295,943,319	$ 340,646,842
Total Projected Surplus/Deficit (Operating Plus Non-Operating)	$ (24,150,516)	$ 1,146,669	$ 74,251	$ 77,239,837	$ 63,484,159
Fund Balance:					
Beginning Fund Balance	$ 24,545,729	$ 395,213	$ 1,541,882	$ 1,616,133	$ 78,855,970
Projected Surplus/Deficit	(24,150,516)	1,146,669	74,251	77,239,837	63,484,159
Ending Fund Balance	$ 395,213	$ 1,541,882	$ 1,616,133	$ 78,855,970	$ 142,340,129

Detention Fund – Operations (Continued)

	6 FY 2007-08	7 FY 2008-09	8 FY 2009-10	9 FY 2010-11	10 FY 2011-12
OPERATIONS (Fund 255)					
Most Likely					
Sources of Funds					
Revenues:					
Jail Excise Tax	$ -	$ -	$ -	$ -	$ -
Jail Per Diem & Miscellaneous	14,513,461	14,513,461	14,513,461	14,513,461	14,513,461
Interest Income	-	-	-	-	-
Total Revenues	$ 14,513,461	$ 14,513,461	$ 14,513,461	$ 14,513,461	$ 14,513,461
Fund Transfers In:					
Base Maintenance of Effort	$ -	$ -	$ -	$ -	$ -
Above Base Maintenance of Effort	280,557,752	288,488,997	296,627,070	304,977,808	313,686,930
Total Transfers In	$ 280,557,752	$ 288,488,997	$ 296,627,070	$ 304,977,808	$ 313,686,930
Total sources	$ 295,071,213	$ 303,002,458	$ 311,140,531	$ 319,491,269	$ 328,200,391
Total Operating (exc. Jail Excise)	$ 295,071,213	$ 303,002,458	$ 311,140,531	$ 319,491,269	$ 328,200,391
Uses of Funds:					
Operating Expenditures - Existing Facilities					
Personal Services	$ 120,929,254	$ 124,208,121	$ 127,579,440	$ 131,045,953	$ 134,610,487
Supplies & Services	24,149,847	24,753,593	25,372,433	26,006,744	26,656,913
Capital Outlay	3,756,620	3,850,535	3,946,799	4,045,468	4,146,605
Subtotal - Current Operations	$ 148,835,721	$ 152,812,249	$ 156,898,672	$ 161,098,165	$ 165,414,005
Operating Expenditures - New Facilities					
Personal Services	$ 97,114,406	$ 99,684,096	$ 102,323,843	$ 105,035,638	$ 107,821,529
Supplies & Services	24,998,853	25,623,824	26,264,419	26,921,030	27,594,056
Subtotal - New Facilities	$ 122,113,259	$ 125,307,920	$ 128,588,263	$ 131,956,668	$ 135,415,584
Integ. Criminal Justice Info. System	$ 1,091,951	$ 1,126,603	$ 1,162,914	$ -	$ -
Non-Departmental/Contingencies	$ 24,122,233	$ 24,882,289	$ 25,653,596	$ 26,436,436	$ 27,370,802
(Includes Major Maitenance)					
Total Operating Expenditures	$ 295,071,213	$ 303,002,458	$ 311,140,531	$ 319,491,269	$ 328,200,391
Operating Surplus/(Deficit)	$ -	$ -	$ -	$ -	$ -
Non-Recurring Expenditures					
ICJIS - Phase II	$ 4,215,028	$ 7,079,102	$ 531,253	$ 557,362	$ -
ICJIS - Phase IIII	672,517	534,072	550,095	566,597	-
Subtotal ICJIS Phases II & III	$ 4,887,544	$ 7,613,175	$ 1,081,348	$ 1,123,959	$ -
Appropriated Fund Balance	$ 5,130,000	$ 5,260,000	$ 5,390,000	$ 5,520,000	$ 5,660,000
Sub-Total Non-Recurring	$ 10,017,544	$ 12,873,175	$ 6,471,348	$ 6,643,959	$ 5,660,000
Transfer to Detention Capital Projects	$ -	$ -	$ -	$ -	$ -
Total Non-Operating Expenditures	$ 10,017,544	$ 12,873,175	$ 6,471,348	$ 6,643,959	$ 5,660,000
Non-Operating Surplus/(Deficit)	$ (10,017,544)	$ (12,873,175)	$ (6,471,348)	$ (6,643,959)	$ (5,660,000)
Total Expenditures (Operating Plus Non-Operating)	$ 305,088,757	$ 315,875,633	$ 317,611,879	$ 326,135,228	$ 333,860,391
Total Projected Surplus/Deficit (Operating Plus Non-Operating)	$ (10,017,544)	$ (12,873,175)	$ (6,471,348)	$ (6,643,959)	$ (5,660,000)
Fund Balance:					
Beginning Fund Balance	$ 142,340,129	$ 132,322,585	$ 119,449,410	$ 112,978,062	$ 106,334,103
Projected Surplus/Deficit	(10,017,544)	(12,873,175)	(6,471,348)	(6,643,959)	(5,660,000)
Ending Fund Balance	$ 132,322,585	$ 119,449,410	$ 112,978,062	$ 106,334,103	$ 100,674,103

Detention Fund - Capital Projects

	Adopted FY 2002-03	2 FY 2003-04	3 FY 2004-05	4 FY 2005-06	5 FY 2006-07
CAPITAL PROJECTS (Fund 455)					
Most Likely					
Sources of Funds:					
Transfer-In from Detention Operating Fund	$ 98,138,712	$ 60,000,000	$ 55,000,000	$ 5,536,100	$ -
Total Sources	$ 98,138,712	$ 60,000,000	$ 55,000,000	$ 5,536,100	$ -
Uses of Funds	$ 252,006,605	$ 26,557,071	$ -	$ -	$ -
Projected Surplus/Deficit:	$ (153,867,893)	$ 33,442,929	$ 55,000,000	$ 5,536,100	$ -
Unreserved Fund Balance:					
Beginning Balance	$ 59,888,864	$ (93,979,029)	$ (60,536,100)	$ (5,536,100)	$ -
Net Surplus/Deficit	(153,867,893)	33,442,929	55,000,000	5,536,100	-
Ending Balance	$ (93,979,029)	$ (60,536,100)	$ (5,536,100)	$ -	$ -

Mandates

Introduction

Maricopa County faces major issues relating to the vast growth in and significant cost of providing mandated services. Mandates provide critical insights and justification of the County's use of funds. Disconcerting portions of the County's revenue sources are committed to satisfying unfunded mandates. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure.

Mandates, as defined for this study, are functions or services that meet constitutional, statutory or court-ordered requirements from either Federal or State entities. These create expenditures Maricopa County might not otherwise incur. They represent the portion of the County budget over which the Board of Supervisors has little or no discretion.

Administrative mandates, as used throughout this document, refers to functions that provide essential support to State or Federally mandated programs, without which, those mandated provisions would either cease to exist, or function in a less than complete capacity. Due to the necessity of administrative mandates in support of mandated services, summary schedules, charts and tables provided within this section consolidate both mandates and administrative mandates.

In preparation for the FY 2002-03 budget process, the Office of Management and Budget surveyed every County department in order to update the mandate study performed during FY 2001-02. County departments supplied all of the information contained herein. Mandate financials provided within this document do not include appropriated beginning fund balance, debt service, or eliminations. Individual mandated programs and administrative mandates including their associated costs are located in the Department Summaries section of this Annual Business Strategies document. Please refer to the table of contents to find specific department information.

Executive Summary

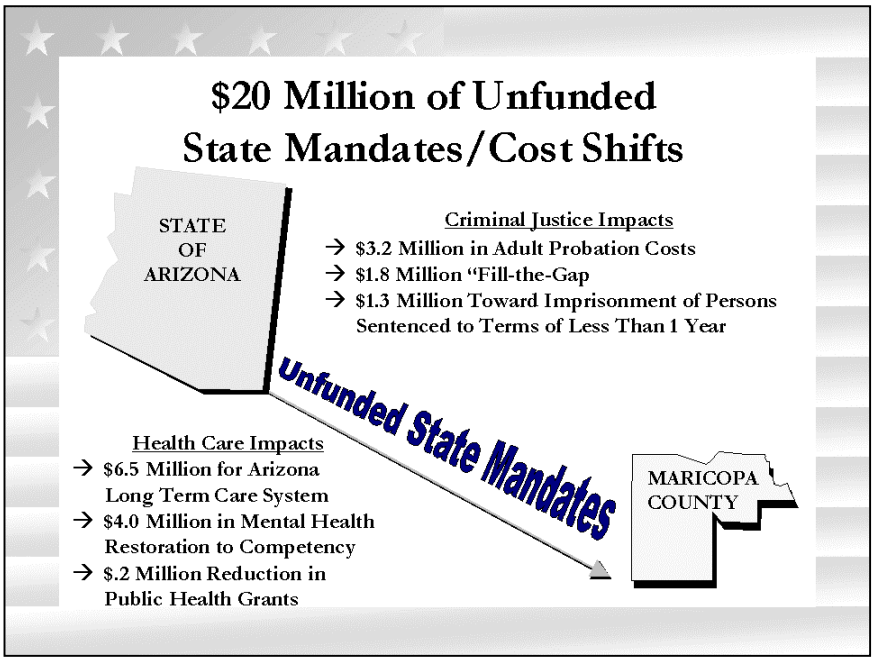
Maricopa County's unfunded mandates increased substantially for FY 2002-03 as a result of the State of Arizona's budget shortfall of nearly $1 billion. The 2002 Arizona Legislature focused upon solving one of the worst fiscal crises in state history by shifting mandated responsibilities to county taxpayers without appropriate funding. The State of Arizona mandated the largest single area of increase in Maricopa County's FY 2002-03 budget, 4.1%. State mandated health care and other state cost shifts account for approximately $91 million in budget increases.

In addition, Maricopa County faces more challenges due to the current recession. Increased demands in basic services continue to expand as the County's population increases. Maricopa County remains one of the fastest growing counties in the nation in terms of population, employment and personal income. County efforts to meet ever-growing citizen needs are undermined by the vast growth in and significant cost of providing mandated services, many of which are unfunded. These services include, but are not limited to, the cost of energy, water, land, building and infrastructure services, as well as the number and cost of crimes committed and the cost of health care to its citizens.

As demonstrated on the table below, County expenditure growth expands at a faster rate than the population increases. Revenues cannot keep pace with the growing demands for, and increased costs of providing citizen services.

MARICOPA COUNTY POPULATION & EXPENDITURE GROWTH COMPARISON									
	FY 1999	FY 2000		FY 2001		FY 2002		FY 2003	
Population	2,837,000	2,954,000	4%	3,029,000	3%	3,104,000	3%	3,179,000	3%
Expenditures	1,682,000	1,842,000	10%	2,025,000	10%	2,143,000	6%	2,464,000	15%

Nearly $20 million of the state's $91 million budget shortfall that was shifted to Maricopa County is shown on the chart at right.



This FY 2002-03 mandate summary section provides the citizens of Maricopa County with a comprehensive understanding of the County's use of funds while ensuring that mandate compliance is maintained at a minimum service level. Summary mandate study results are presented on the following pages.

As demonstrated on the table below, $1,727,162,979 or 60.5% of the Maricopa County FY 2002-03 budget expenditures of $2,855,404,983 (not including appropriated beginning fund balance of $220,405,332, debt service of $43,880,899, and eliminations of $602,949,306) are committed to satisfying mandated services. In addition, $133,330,112 or 4.7% in administrative mandates provides essential support to mandated services. Consolidating budgeted mandates with administrative mandates total $1,860,493,091 or 65.2% of the FY 2002-03 budget. The remaining expenditures of $994,911,892 or 34.8% are non-mandated.

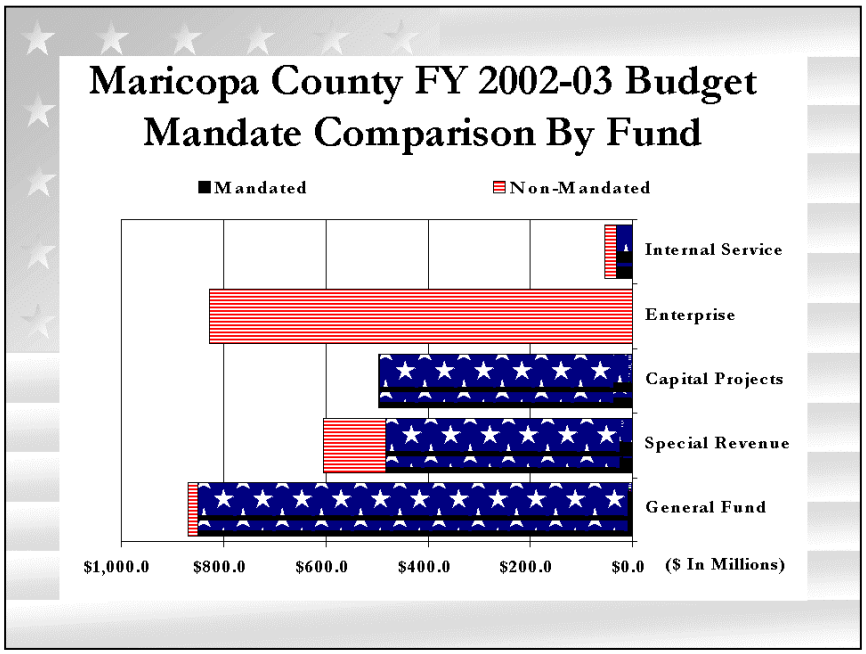
FY 2002-03 BUDGET EXPENDITURES

FUND	MANDATES	PERCENT OF BUDGET	ADMINISTRATIVE MANDATES	PERCENT OF BUDGET	NON-MANDATED	PERCENT OF BUDGET
General Fund	$ 748,386,776	26.2%	$ 102,742,467	3.6%	$ 19,213,240	0.7%
Special Revenue	482,976,077	16.9%	-	0.0%	122,858,736	4.3%
Capital Projects	495,800,126	17.4%	-	0.0%	2,105,200	0.1%
Enterprise	-	0.0%	-	0.0%	827,336,333	29.0%
Internal Service	-	0.0%	30,587,645	1.1%	23,398,383	0.8%
Total All Funds	$ 1,727,162,979	60.5%	$ 133,330,112	4.7%	$ 994,911,892	34.8%

The table below breaks-out FY 2002-03 consolidated mandates by fund as a percent of total mandates. Consolidated General Fund mandates of $851.1 million represents 45.7% of all mandated expenditures. Consolidated Special Revenue Fund mandates of $482.9 million represents 26.0% of all mandated expenditures. Consolidated Capital Projects Fund mandates of $495.8 million represents 26.6% of all mandated expenditures. Consolidated Internal Service Fund mandates of $30.5 million represents 1.6% of all mandated expenditures.

FY 2002-03 CONSOLIDATED MANDATES BY FUND

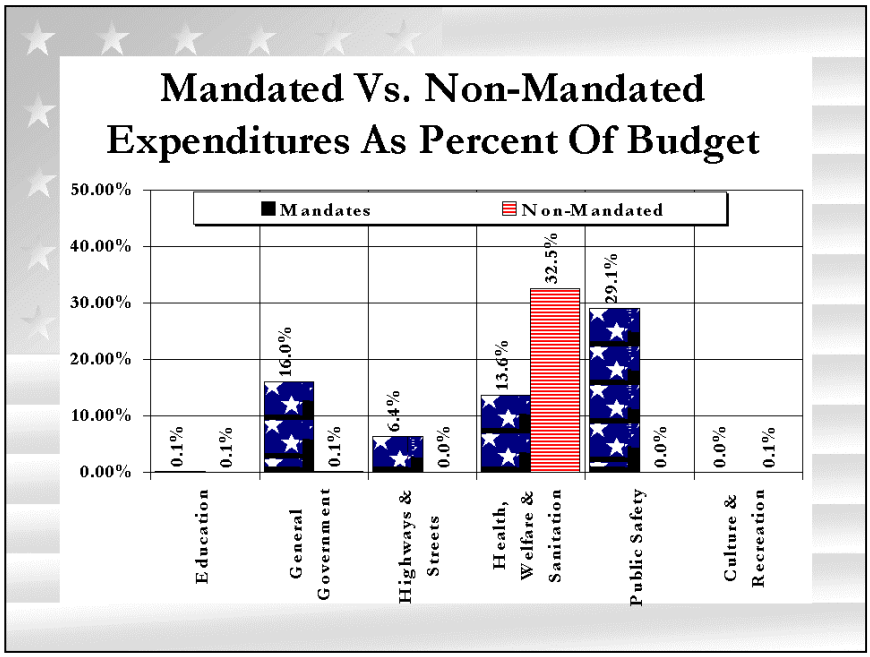
FUND	MANDATES	PERCENT OF TOTAL MANDATES
GENERAL FUND	$ 851,129,243	45.7%
SPECIAL REVENUE FUND	$ 482,976,077	26.0%
CAPITAL PROJECTS FUND	$ 495,800,126	26.6%
INTERNAL SERVICE FUND	$ 30,587,645	1.6%



The chart at left shows the breakout of mandates and non-mandated expenditures by fund in the FY 2002-03 budget.

Expenditures and mandated expenditures are categorized as Education, Culture & Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety. There are no mandates that fall under the Culture & Recreation category. Therefore, Culture and Recreation is not seen in this document, except as an expenditure. The bulk of mandated expenditures fall in the areas of Public Safety, General Government and Health, Welfare and Sanitation.

Maricopa County FY 2002-03 mandated versus non-mandated expenditures as a percent of budget are shown on the chart at right. The expenditures are presented by category and include all funds.



FY 2002-03 Mandates For All Funds

Mandated services benefit residents as well as visitors to Maricopa County by affording a better way of life in a safer environment. Maricopa County's FY 2002-03 budget, including all funds, is

comprised of 65.2% mandated services. The following tables below show budgeted expenditures versus mandated expenditures by expenditure category.

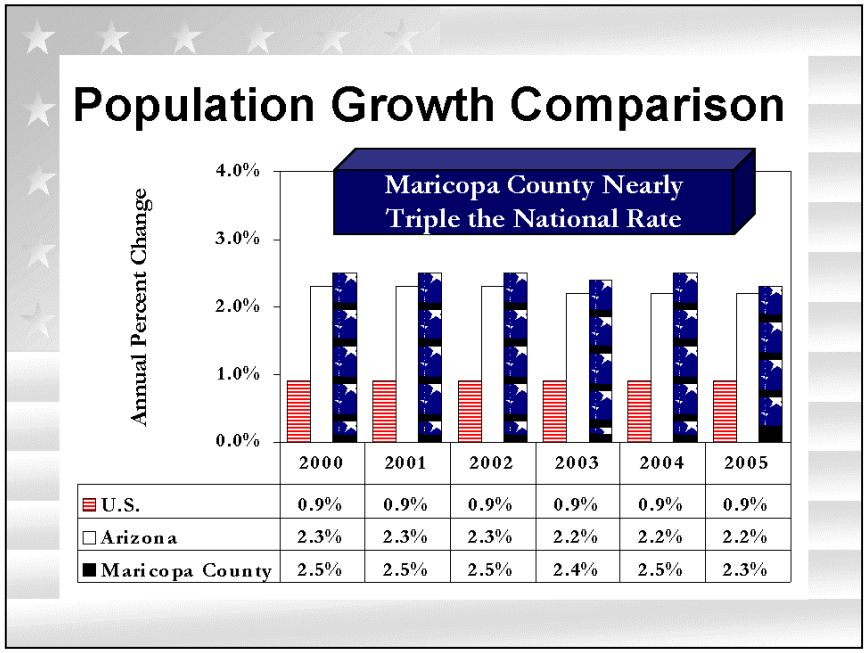
MANDATED EXPENDITURES BY CATEGORY AND TYPE FOR ALL FUNDS

Expenditure Category	Judicial Branch	Elected Officials	Appointed Departments	Special Districts	Totals
Education	$ -	$ 1,651,193	$ -	$ -	$ 1,651,193
General Government	-	37,919,782	415,789,054	-	$ 453,708,836
Highways & Streets	-	-	184,847,670	-	$ 184,847,670
Health, Welfare & Sanitation	-	-	390,156,419	-	$ 390,156,419
Public Safety	171,295,926	224,081,660	323,001,635	111,749,752	$ 830,128,973
Totals	$ 171,295,926	$ 263,652,635	$ 1,313,794,778	$ 111,749,752	$ 1,860,493,091

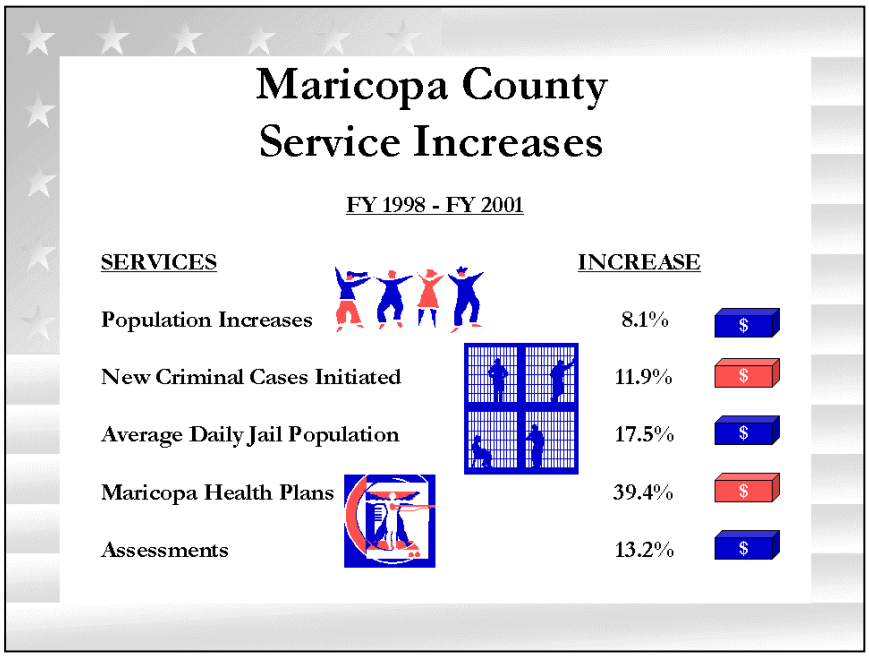
FY 2002-03 BUDGETED EXPENDITURES VS. MANDATED EXPENDITURES FOR ALL FUNDS

Expenditure Category	Budgeted Expenditures FY 2002-03	Mandated Expenditures FY 2002-03	% Mandates Of Total Expenditures	% Mandates Of Total Mandates
Education	$ 15,356,136	$ 1,651,193	0.06%	0.09%
Culture & Recreation	14,009,214	-	0.00%	0.00%
General Government	482,861,061	$ 453,708,836	15.97%	24.51%
Highways & Streets	185,529,670	$ 184,847,670	6.47%	9.94%
Health, Welfare & Sanitation	1,316,123,743	$ 390,156,419	13.59%	20.85%
Public Safety	841,525,159	$ 830,128,973	29.07%	44.62%
Totals	$ 2,855,404,983	$ 1,860,493,091	65.16%	100.00%

The chart at right compares population growth for the United States, Arizona and Maricopa County. Maricopa County's population growth continues to expand. Maricopa County's population grew by nearly 75 thousand or 2.5% during 2001 while the state's population increased more slowly, at 2.3%, and the nation's population increased by 0.9%. Growth of this magnitude requires additional resources to support infrastructure and provide a safety net for the welfare and protection of its citizens.

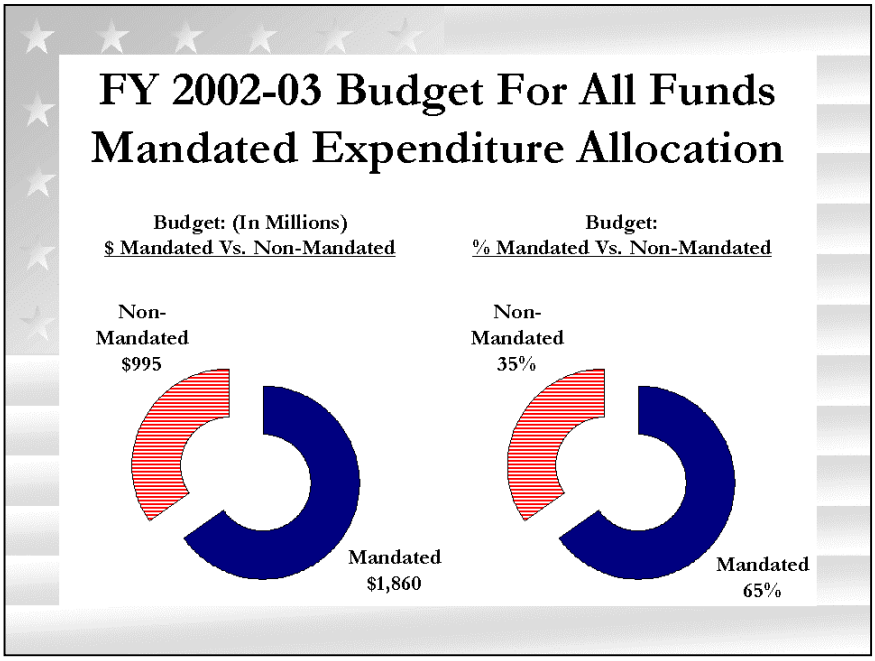


Maricopa County's budgeted expenditures increased $321 million or 12% from FY 2001-02, and mandated expenditures alone increased by $541 million or 41% over the same period of time. These increases place added demands on fiscal operations for expanded and new services. The lack of funding and ability to keep up with a growing population base poses potential threats to public health and safety.



As shown on the chart at left, Maricopa County's population increased 8.1% since FY 1998. The population increase has spurred an 11.9% increase in new criminal cases initiated, a 17.5% increase in the average daily jail population, a 39.4% increase in health care members, and a 13.2% increase in the number of parcels of land to be assessed.

The chart at right shows mandated dollar and percent splits for the FY 2002-03 expenditure budget.



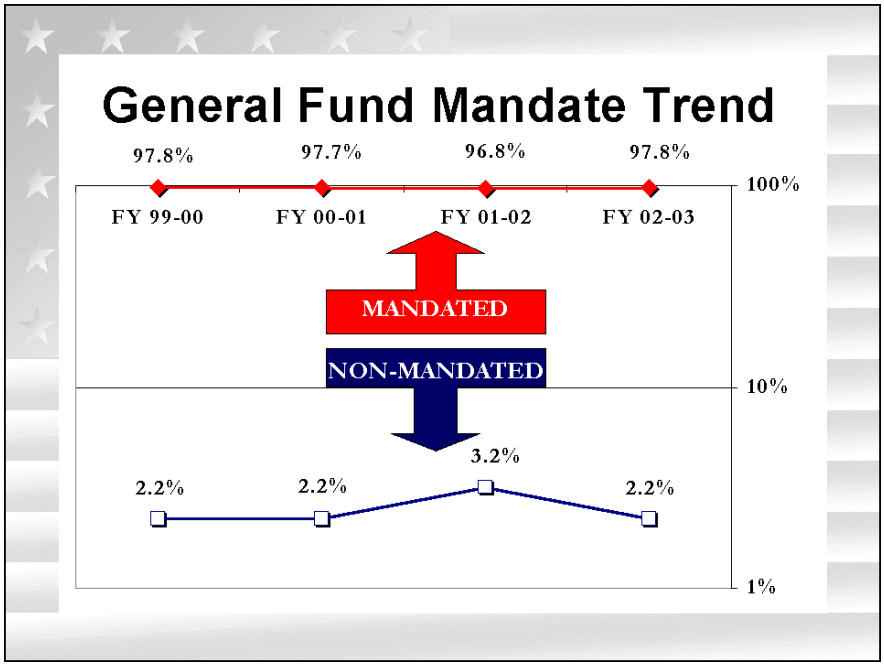
FY 2002-03 General Fund Mandates

The FY 2002-03 General Fund budget totals $870,342,483, (excluding appropriated fund balances, eliminations and debt service). General Fund mandates total $851,129,243, or 97.8% of the General Fund budget. Maricopa County's General Fund budgeted expenditures increased $68,829,859 or 8.6% from FY 2001-02, and mandated expenditures increased by $146,484,549 or 20.8% over the same period of time. The significant growth in General Fund mandated expenditures within the FY 2002-03 budget placed heavy burdens upon management to ensure adequate funding. Expenditure allocations and reductions to expenditure budgets were necessary to meet new unfunded mandates while maintaining a minimum level of service on existing mandates.

The following tables provide General Fund mandated expenditures by category and type, and a General Fund expenditure and mandate summary:

MANDATED GENERAL FUND EXPENDITURES BY CATEGORY AND TYPE					
EXPENDITURE CATEGORY	JUDICIAL BRANCH	ELECTED OFFICIALS	APPOINTED DEPARTMENTS	SPECIAL DISTRICTS	TOTALS
Education	$ -	$ 1,651,193	$ -	$ -	$ 1,651,193
General Government	-	33,174,258	244,778,317	-	277,952,575
Highways & Streets	-	-	-	-	-
Health, Welfare & Sanitation	-	-	344,781,524	-	344,781,524
Public Safety	83,125,849	102,085,600	41,532,502	-	226,743,951
Totals	$ 83,125,849	$ 136,911,051	$ 631,092,343	$ -	$ 851,129,243

GENERAL FUND EXPENDITURE & MANDATE SUMMARY					
	FY 2002-03 BUDGET EXPENDITURES	FY 2002-03 BUDGET MANDATES	% VARIANCE TOTAL BUDGET	FY 2002-03 BUDGET NON-MANDATED	% VARIANCE TOTAL BUDGET
Judicial Branch	$ 83,125,849	$ 83,125,849	9.6%	$ -	0.0%
Elected Officials	136,911,051	136,911,051	15.7%	-	0.0%
Appointed Departments	650,305,583	631,092,343	72.5%	19,213,240	2.2%
Totals	$ 870,342,483	$ 851,129,243	97.8%	$ 19,213,240	2.2%



The chart at left provides a breakout of the General Fund mandated and non-mandated expenditures over time. FY 2002-03 General Fund mandates represent 97.8% and non-mandated expenditures represent 2.2% of total General Fund expenditures budgeted.

General Fund mandates of $851.1 million equate to 29.8% of all funds budgeted for FY 2002-03; and total 45.7% of FY 2002-03 budgeted mandates for all funds.

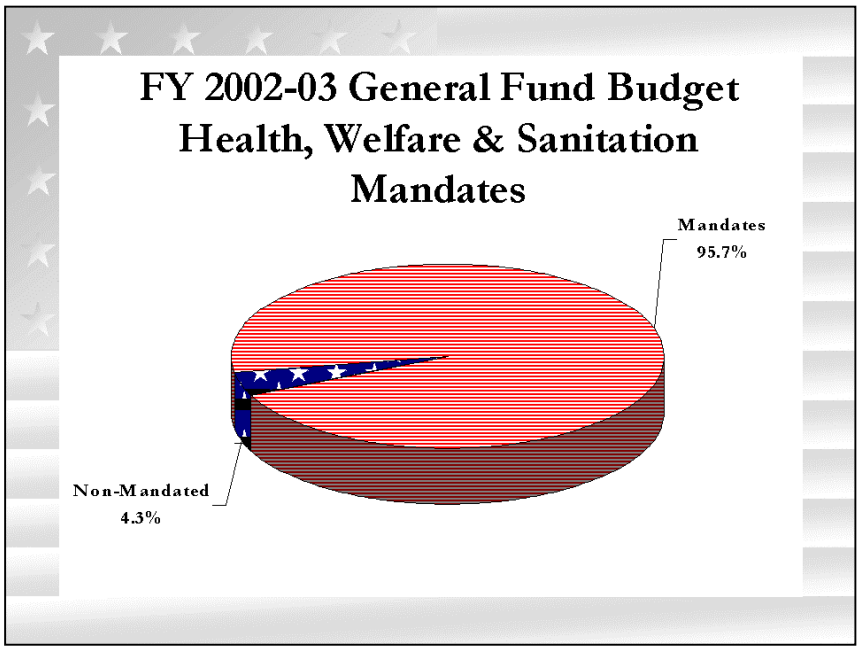
General Fund non-mandated expenditures represent $19.2 million, or 2.2% of the FY 2002-03 General Fund budget, as outlined on the table at right.

FY 2002-03 General Fund Non-Mandated Expenditures	
	Non-Mandated Expenditures
General Government	$ 3,065,433
Health Care Mandates	13,140,300
Human Services	1,267,103
Parks & Recreation	1,740,404
Total	$ 19,213,240

Just over $13 million of FY 2002-03 General Fund non-mandated expenditures fall under Health Care Mandates and represent the Health Care Delivery System subsidy budgeted for FY 2002-03.

General Fund Health, Welfare & Sanitation Mandates

The largest group of General Fund mandated activities fall under the category of Health, Welfare & Sanitation. $337.2 million or 45.1% of General Fund mandates fall in this category. Health Care Mandates make up the majority of non-mandated expenditures at $13.1 million for FY 2002-03.



The breakout of mandates in the FY 2002-03 General Fund budget for Health, Welfare & Sanitation is shown on the chart at left. Of $357.8 million in total Health, Welfare & Sanitation General Fund expenditures, $344.8 million are mandated and $14.4 million are non-mandated.

100% of all General Fund expenditures in Animal Care & Control, Environmental Services, Medical Examiner and Public Health departments are mandated. 96% of the Health Care Mandates department General Fund Expenditures are mandated, with the remaining 4% non-mandated.

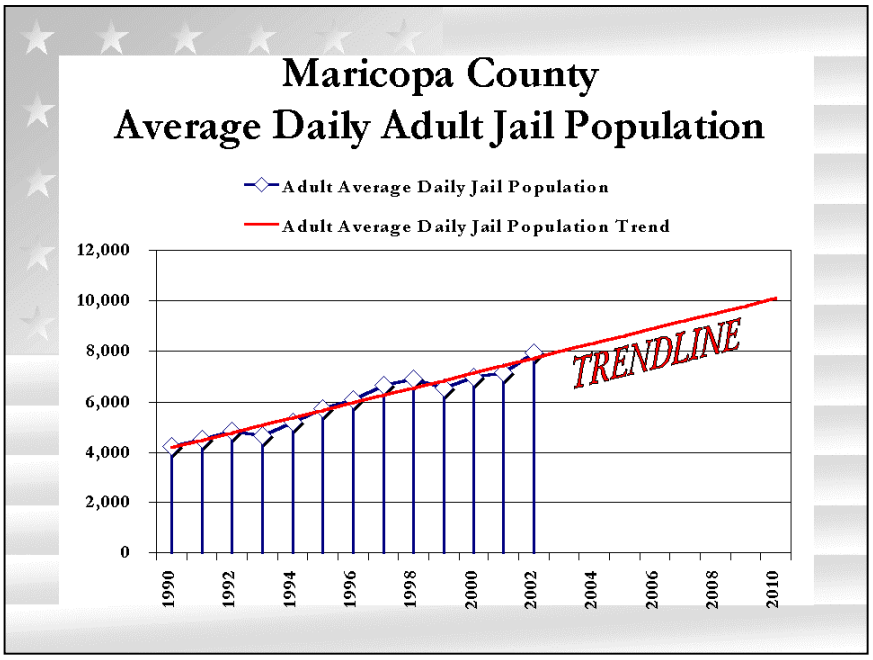
Maricopa County is responsible for the protection of the food and water supplies, the detection and abatement of environmentally transmitted disease and public health nuisances, and the institution of programs that control the release into the atmosphere of hazardous air pollutants. Maricopa County is required to provide for the indigent sick and general mental health of its' indigent population. The County is mandated to provide for the safety of Maricopa County citizens by handling bite animals and vicious dogs while enforcing rabies quarantine and vaccine requirements.

General Fund Public Safety Mandates

General Fund Public Safety mandates total $226.7 million or 30.3% of total General Fund mandates. 100% of all General Fund Public Safety expenditures in the FY 2002-03 budget are mandated. These expenditures provide for the safety of Maricopa County citizens while protecting their unalienable rights, and provide due process of law. The greatest resource used protects citizen rights and falls under the umbrella of the Criminal Justice System. Maricopa County funds prosecutors, defenders, the Judicial Branch, jails and policing activities, to name a few Criminal Justice activities.

General Fund Public Safety mandate expenditures are included in the departments of Contract Counsel, Emergency Management, Legal Defender, Office of Legal Advocate, Public Defender, Clerk of Superior Court, Constables, County Attorney, Adult Probation, Juvenile Probation, Justice Courts, Superior Court, and the Sheriff's Office.

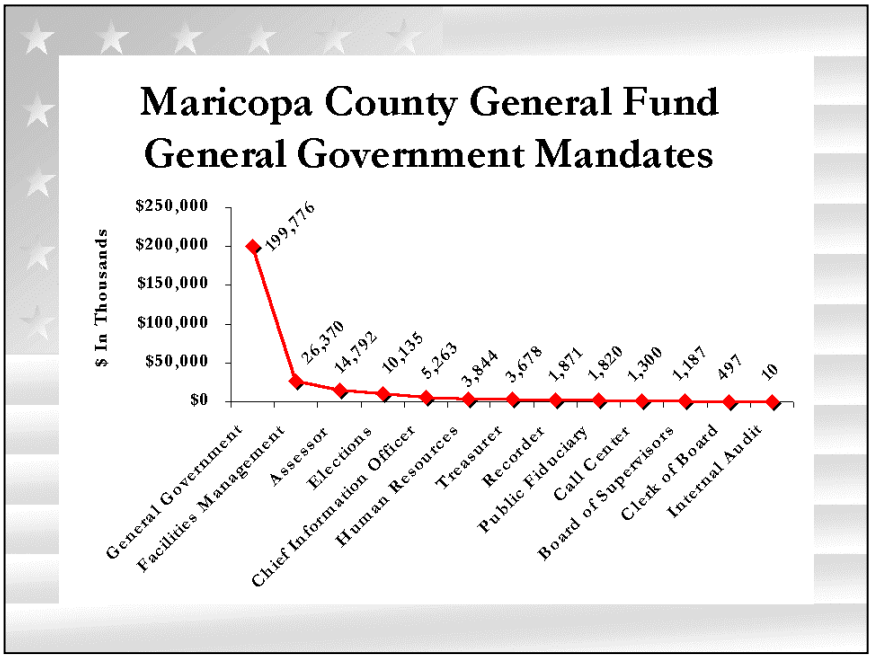
Maricopa County's population growth impacts public safety, particularly in the unincorporated areas of the County. General Fund Public Safety mandates represent 26.1% of the total FY 2002-03 General Fund budget and 26.6% of General Fund mandates. The chart at right shows the trend in the average daily adult jail population in Maricopa County. Since 1990, Maricopa County's adult jail population has doubled.



General Fund General Government Mandates

The General Government category includes a broad range of mandated citizen oriented services. Taxation, elections, property assessment, revenue and expenditure accountability, support and care of persons, and legal proceedings make up the majority of these services. The governing body of the County, the Board of Supervisors, is also a mandated function.

The General Fund County departments that provide General Government mandated services are shown on the chart at right.



The General Government category includes a department called *General Government*. The majority of the General Fund General Government expenditures reside in the *General Government* department. *General Government* department expenditures benefit the County as a whole and do not relate to any particular department or program. Examples of these *General Government* department expenditures include: Major Maintenance, $7.9 Million; Debt Service, $6.4 Million; State of Arizona Budget Cuts, $1.9 Million; Outside Legal Counsel, $1.5 Million; Tax Appeals, $1.3 Million; and Indigent Burials, $0.4 Million

General Fund Education Mandates

The Maricopa County Superintendent of Schools is responsible for providing mandated services to the school districts within the County. Maricopa County's Superintendent of Schools supports Accommodation Schools through a Special School Reserve Fund. Expenses are set aside annually for the establishment and conducting of schools in the unincorporated areas of Maricopa County. The department of Superintendent of Schools is the only department within the education category.

FY 2002-03 Mandates Excluding the General Fund

The rapid population growth as experienced in Maricopa County over the past decade continues to place increased demands for services on County government. Excluding the General Fund, all other mandates total $978.8 million. The table below provides a breakout of these mandates.

Fund	Mandates	% Budget	Non-Mandated	% Budget
Special Revenue	$ 482,976,077	79.7%	$ 122,858,736	20.3%
Capital Projects	495,800,126	99.6%	2,105,200	0.4%
Enterprise	-	0.0%	827,336,333	100.0%
Internal Service	30,587,645	56.7%	23,398,383	43.3%
Total	$ 978,776,203	34.3%	$ 975,698,652	34.2%

Mandate Study - Summary Schedules

Consolidated Mandates – Including All Funds

CONSOLIDATED MANDATES - INCLUDING ALL FUNDS BY CATEGORY				
Expenditure Category	FY 2002-03 Budget	FY 2002-03 Mandates	$ Variance	% Variance
Education	$ 3,238,553	$ 1,651,193	$ 1,587,360	49.0%
Culture & Recreation	14,009,214	-	14,009,214	100.0%
General Government	485,161,976	453,708,836	31,453,140	6.5%
Highways & Streets	185,529,670	184,847,670	682,000	0.4%
Health, Welfare & Sanitation	1,316,079,149	390,156,419	925,922,730	70.4%
Public Safety	851,386,421	830,128,973	21,257,448	2.5%
Totals	$ 2,855,404,983	$ 1,860,493,091	$ 994,911,892	34.8%

CONSOLIDATED MANDATES - INCLUDING ALL FUNDS BY TYPE				
Expenditure Type	FY 2002-03 Budget	FY 2002-03 Mandates	$ Variance	% Variance
Judicial Branch	$ 171,295,926	$ 171,295,926	$ -	0.0%
Elected Officials	263,652,635	263,652,635	-	0.0%
Appointed Departments	2,300,944,175	1,313,794,778	987,149,397	42.9%
Special Districts	119,512,247	111,749,752	7,762,495	6.5%
Totals	$ 2,855,404,983	$ 1,860,493,091	$ 994,911,892	34.8%

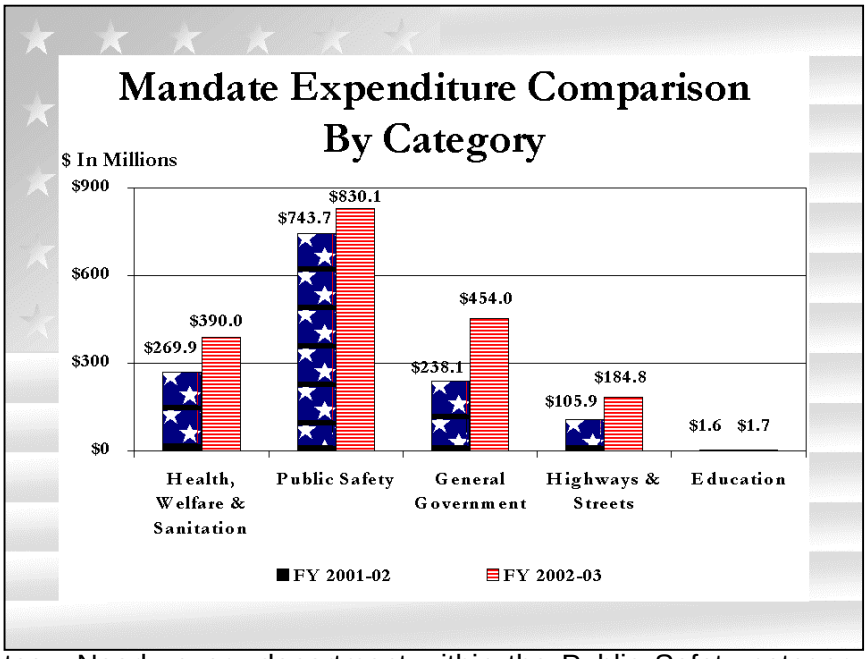
CONSOLIDATED MANDATES - BY FUND				
Expenditure Type	FY 2002-03 Budget	FY 2002-03 Mandates	$ Variance	% Variance
General Fund	$ 870,342,483	$ 851,129,243	$ 19,213,240	2.2%
Special Revenue Fund	605,834,813	482,976,077	122,858,736	20.3%
Capital Projects	497,905,326	495,800,126	2,105,200	0.4%
Enterprise	827,336,333	-	827,336,333	100.0%
Internal Service Fund	53,986,028	30,587,645	23,398,383	43.3%
Totals	$ 2,855,404,983	$ 1,860,493,091	$ 994,911,892	34.8%

FY 2002-03 Budgeted Mandates By Department And Fund

Department	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total Mandates
Judicial Branch						
Adult Probation	14,210,964	41,973,567	-	-	-	56,184,531
Justice Courts	15,710,924	1,475,273		-	-	17,186,197
Juvenile Probation	11,608,350	34,183,714	780,246	-	-	46,572,310
Superior Court	41,595,611	9,757,277		-	-	51,352,888
Sub-Total	83,125,849	87,389,831	780,246	-	-	171,295,926
Elected Departments						
Assessor	14,791,846	-	-	-	-	14,791,846
Board Of Supervisors	1,186,825	-	-	-	-	1,186,825
Clerk of the Board of Supervisors	496,686	-	-	-	-	496,686
Clerk of the Superior Court	21,020,241	8,510,881	-	-	-	29,531,122
Constables	1,573,243		-	-	-	1,573,243
County Attorney	42,352,207	10,395,192	-	-	-	52,747,399
Elections	10,135,373	-	-	-	-	10,135,373
Internal Audit	1,014,158	-	-	-	-	1,014,158
Recorder	1,870,954	4,745,524	-	-	-	6,616,478
Sheriff	37,139,909	101,384,205	1,705,782	-	-	140,229,896
Superintendent Of Schools	1,651,193	-	-	-	-	1,651,193
Treasurer	3,678,416	-	-	-	-	3,678,416
Sub-Total	136,911,051	125,035,802	1,705,782	-	-	263,652,635
Appointed Departments						
Animal Care & Control	304,041	9,045,888	-	-	-	9,349,929
Call Center	1,323,313	-	-	-	-	1,323,313
Chief Information Officer	5,263,577	-	-	-	-	5,263,577
Community Development	-	-	-	-	-	-
Contract Counsel	5,411,936	-	-	-	-	5,411,936
Correctional Health	-	19,814,477	194,783	-	-	20,009,260
County Administrative Officer	1,458,476			-	-	1,458,476
Criminal Justice Facilities Development	-		249,325,795	-	-	249,325,795
Emergency Management	77,108	1,086,782		-	-	1,163,890
Environmental Services	737,332	19,711,105		-	-	20,448,437
Equipment Services	-	-		-	8,923,046	8,923,046
Facilities Management	26,370,075	-		-	-	26,370,075
Finance	2,289,162	-		-	-	2,289,162
General Government	199,776,896	30,501,615	110,782,280	-	-	341,060,791
Health Care Delivery System	-	-	-	-	-	-
Health Care Mandates	332,108,010	2,500,000				334,608,010
Health Plans	-	-	-	-	-	-
Housing	-	-	-	-	-	-
Human Resources	3,844,842	-	-	-	-	3,844,842
Human Services	-	-	-	-	-	-
Integrated Criminal Justice Information Sys	-	4,541,898	-	-	-	4,541,898
Legal Defender	4,997,933	80,000	-	-	-	5,077,933
Library District	-	-	-	-	-	-
Management & Budget	1,587,360	-	-	-	-	1,587,360
Materials Management	1,380,984	-			860,803	2,241,787
Medical Examiner	3,888,275	-			-	3,888,275
Office of Legal Advocate	3,828,839	14,842				3,843,681
Parks & Recreation	-	-	-	-	-	-
Planning & Development	-	4,839,177	-	-	-	4,839,177
Public Defender	27,216,686	1,571,379				28,788,065
Public Fiduciary	1,820,125	-	-	-	-	1,820,125
Public Health	6,362,882	9,784,584				16,147,466
Research & Reporting	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-
Solid Waste	-	3,472,515	-	-	-	3,472,515
Stadium District	-	-	-	-	-	-
Telecommunications	-	-	-	-	12,875,220	12,875,220
Total Compensation	1,044,491	-	-	-	7,928,576	8,973,067
Transportation	-	100,540,927	84,306,743	-	-	184,847,670
Sub-Total	631,092,343	207,505,189	444,609,601	-	30,587,645	1,313,794,778
Special Districts						
Flood Control District	-	63,045,255	48,704,497	-	-	111,749,752
Sub-Total	-	63,045,255	48,704,497	-	-	111,749,752
TOTAL MANDATES	851,129,243	482,976,077	495,800,126	-	30,587,645	1,860,493,091

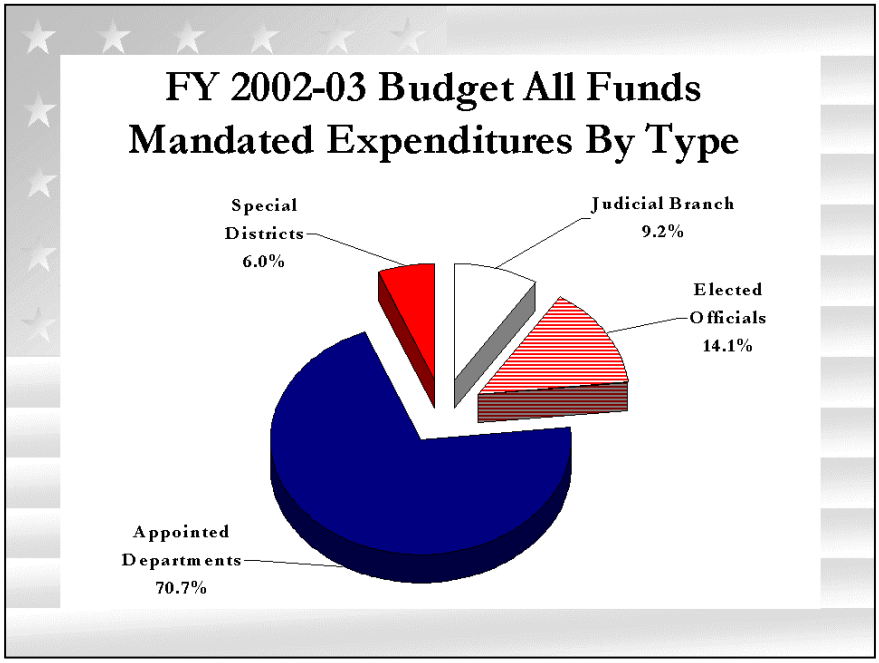
Departments with the greatest allocation of mandated dollars budgeted include General Government with $341 million, Health Care Mandates with $334 million, Criminal Justice Facilities Development with $249 million, Transportation with $184 million, the Sheriff's Office with $140 million, and the Flood Control District with $111 million.

The chart at right compares mandated FY 2001-02 budget expenditures for all funds, to those of FY 2002-03, by category. Mandates have increased by over 41% from FY 2001-02. The largest increases occurred in General Government, followed closely by Health, Welfare & Sanitation, Public Safety, and Highways & Streets. Increases in the General Government mandates were primarily due to infrastructure improvements, the state budget cuts and other state cost shifts. Health, Welfare & Sanitation mandate increases were due to increases in Health Care Mandates. Nearly every department within the Public Safety category showed increases in mandates year-over-year.



FY 2002-03 MANDATED EXPENDITURES BY TYPE FOR ALL FUNDS

Mandate Type		Total Mandates
Judicial Branch	$	171,295,926
Elected Officials	$	263,652,635
Appointed Departments	$	1,313,794,778
Special Districts	$	111,749,752
Total	$	1,860,493,091



The chart at left provides mandated expenditures by type for all funds as a percent of total mandates.

FY 2002-03 Budget And Mandate Comparison By Category For All Funds

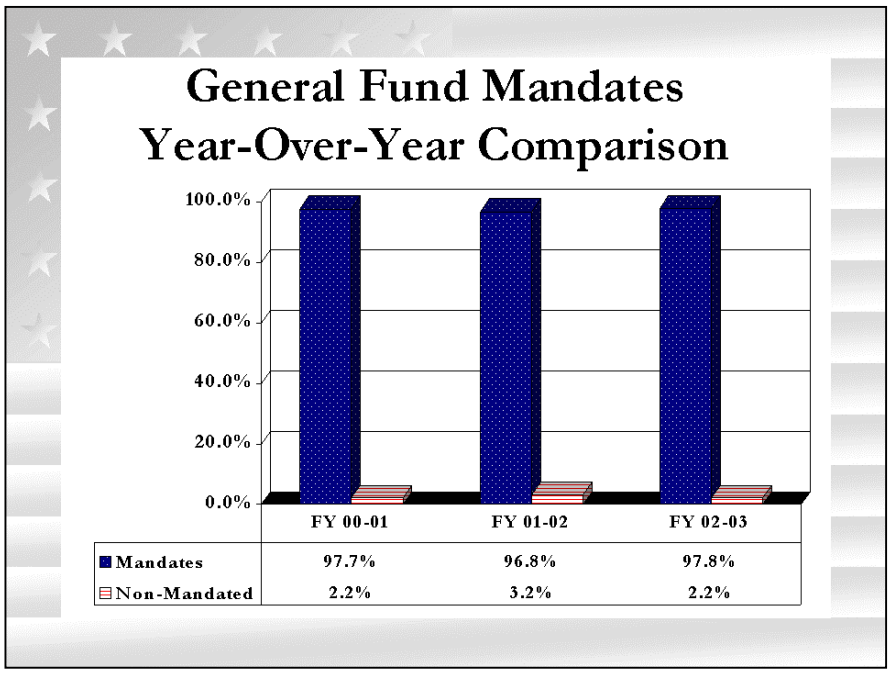
Expenditure Category	Budgeted Expenditures FY 2002-03	Mandated Expenditues FY 2002-03	Administrative Mandates FY 2002-03	Non-Mandated Expenditures FY 2002-03	% Mandates of Total Expenditures	% Consolidated Mandates of Total Mandates
Culture & Recreation						
Parks & Recreation	$ 9,432,036	$ -	$ -	$ 9,432,036	0.00%	0.00%
Stadium District	4,577,178	-	-	4,577,178	0.00%	0.00%
Culture & Recreation Total	14,009,214	-	-	14,009,214	0.00%	0.00%
Education						
Library District	13,704,943	-	-	13,704,943	0.00%	0.00%
Superintendent Of Schools	1,651,193	1,651,193	-	-	0.06%	0.10%
Education Total	15,356,136	1,651,193	-	13,704,943	0.06%	0.10%
General Government						
Assessor	14,791,846	14,791,846	-	-	0.52%	0.86%
Board Of Supervisors	1,186,825	1,186,825	-	-	0.04%	0.07%
Call Center	1,323,313	1,323,313	-	-	0.05%	0.08%
Chief Information Officer	5,263,577	-	5,263,577	-	0.18%	0.00%
Clerk of the Board of Supervisors	496,686	496,686	-	-	0.02%	0.03%
County Administrative Officer	1,458,476	-	1,458,476	-	0.05%	0.00%
Elections	10,135,373	10,135,373	-	-	0.35%	0.59%
Equipment Services	8,923,046	-	8,923,046	-	0.31%	0.00%
Facilities Management	26,370,075	-	26,370,075	-	0.92%	0.00%
Finance	2,289,162	-	2,289,162	-	0.08%	0.00%
General Government	344,126,224	288,718,645	52,342,146	3,065,433	11.94%	16.72%
Human Resources	3,844,842	-	3,844,842	-	0.13%	0.00%
Internal Audit	1,014,158	10,000	1,004,158	-	0.04%	0.00%
Management & Budget	1,587,360	-	1,587,360	-	0.06%	0.00%
Materials Management	2,241,787	-	2,241,787	-	0.08%	0.00%
Public Fiduciary	1,820,125	1,820,125	-	-	0.06%	0.11%
Recorder	6,616,478	6,616,478	-	-	0.23%	0.38%
Research & Reporting	446,622	-	-	446,622	0.00%	0.00%
Risk Management	23,398,383	-	-	23,398,383	0.00%	0.00%
Telecommunications	12,875,220	-	12,875,220	-	0.45%	0.00%
Total Compensation	8,973,067	-	8,973,067	-	0.31%	0.00%
Treasurer	3,678,416	3,678,416	-	-	0.13%	0.21%
General Government Total	482,861,061	328,777,707	127,172,916	26,910,438	15.97%	19.04%
Highways & Streets						
Transportation	185,529,670	184,847,670	-	682,000	6.47%	10.70%
Highways & Streets Total	185,529,670	184,847,670	-	682,000	6.47%	10.70%
Health, Welfare & Sanitation						
Animal Care & Control	9,349,929	9,349,929	-	-	0.33%	0.54%
Community Development	15,861,375	-	-	15,861,375	0.00%	0.00%
Environmental Services	20,448,437	20,448,437	-	-	0.72%	1.18%
Health Care Delivery System	399,029,048	-	-	399,029,048	0.00%	0.00%
Health Care Mandates	347,748,310	330,891,672	3,716,338	13,140,300	11.72%	19.16%
Health Plans	429,420,684	-	-	429,420,684	0.00%	0.00%
Housing	11,435,849	-	-	11,435,849	0.00%	0.00%
Human Services	30,866,842	-	-	30,866,842	0.00%	0.00%
Medical Examiner	3,888,275	3,888,275	-	-	0.14%	0.23%
Public Health	43,903,415	13,706,608	2,440,858	27,755,949	0.57%	0.79%
Solid Waste	4,171,579	3,472,515	-	699,064	0.12%	0.20%
Health, Welfare & Sanitation Total	1,316,123,743	381,757,436	6,157,196	928,209,111	13.59%	22.10%
Public Safety						
Adult Probation	56,184,531	56,184,531	-	-	1.97%	3.25%
Clerk of the Superior Court	29,531,122	29,531,122	-	-	1.03%	1.71%
Constables	1,573,243	1,573,243	-	-	0.06%	0.09%
Contract Counsel	5,411,936	5,411,936	-	-	0.19%	0.31%
Correctional Health	20,009,260	20,009,260	-	-	0.70%	1.16%
County Attorney	52,747,399	52,747,399	-	-	1.85%	3.05%
Criminal Justice Facilities Development	249,325,795	249,325,795	-	-	8.73%	14.44%
Emergency Management	1,163,890	1,163,890	-	-	0.04%	0.07%
Flood Control District	119,512,247	111,749,752	-	7,762,495	3.91%	6.47%
Integrated Criminal Justice Information Sys	4,541,898	4,541,898	-	-	0.16%	0.26%
Justice Courts	17,186,197	17,186,197	-	-	0.60%	1.00%
Juvenile Probation	46,572,310	46,572,310	-	-	1.63%	2.70%
Office of Legal Advocate	3,843,681	3,843,681	-	-	0.13%	0.22%
Legal Defender	5,077,933	5,077,933	-	-	0.18%	0.29%
Planning & Development	8,472,868	4,839,177	-	3,633,691	0.17%	0.28%
Public Defender	28,788,065	28,788,065	-	-	1.01%	1.67%
Sheriff	140,229,896	140,229,896	-	-	4.91%	8.12%
Superior Court	51,352,888	51,352,888	-	-	1.80%	2.97%
Public Safety Total	841,525,159	830,128,973	-	11,396,186	29.07%	48.06%
Grand Total	$ 2,855,404,983	$ 1,727,162,979	$ 133,330,112	$ 994,911,892	65.16%	100.00%

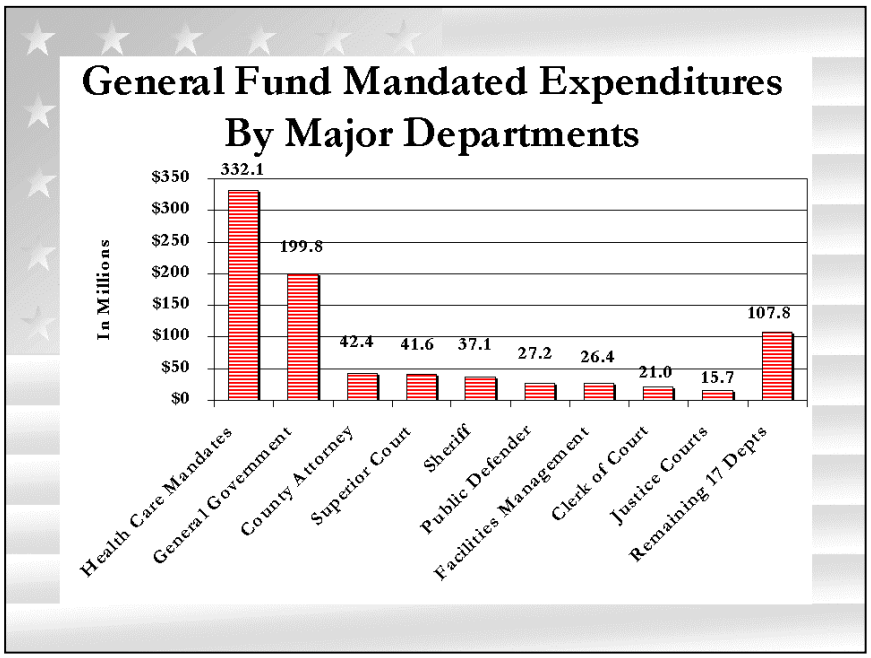
The table below compares year-over-year budget expenditures and year-over-year mandate expenditures for all funds. The total FY 2002-03 expenditure budget for all funds increased by 11.6% from FY 2001-02, whereas mandates increased by 41.0% over the same period of time.

Expenditure Category	Budget Expenditures FY 2001-02	Budget Expenditures FY 2002-03	% Budget Variance	Mandate Expenditures FY 2001-02	Mandate Expenditures FY 2002-03	% Mandate Variance
Education	12,133,721	15,356,136	26.6%	1,637,442	1,651,193	0.8%
Culture & Recreation	28,123,445	14,009,214	(50.2%)	-	-	-
General Government	583,972,132	482,861,061	(17.3%)	198,385,688	453,708,836	128.8%
Highways & Streets	106,159,810	185,529,670	74.8%	105,859,810	184,847,670	74.6%
Health, Welfare & Sanitation	1,065,703,158	1,316,123,743	23.5%	269,914,290	390,156,419	44.6%
Public Safety	762,764,106	841,525,159	10.3%	743,701,502	830,128,973	11.6%
Totals	2,558,856,372	2,855,404,983	11.6%	1,319,498,732	1,860,493,091	41.0%

General Fund Mandates

The FY 2002-03 General Fund budget totals $870.3 million of which $851.1 or 97.8% is mandated. The chart at right compares year-over-year General Fund mandates and non-mandated budget expenditures.





FY 2002-03 General Fund mandated expenditures by major department are shown on the chart at left.

GENERAL FUND MANDATES FY 2002-03

GENERAL FUND BUDGETED MANDATES FY 2002-03 BY CATEGORY AND DEPARTMENT			
	Mandates	Administrative Mandates	Consolidated Mandates
Education			
Superintendent Of Schools	1,651,193	-	1,651,193
Sub-Total	1,651,193	-	1,651,193
		-	
General Government		-	
Assessor	14,791,846	-	14,791,846
Board Of Supervisors	1,186,825	-	1,186,825
Call Center	1,323,313	-	1,323,313
Chief Information Officer	-	5,263,577	5,263,577
Clerk of the Board of Supervisors	496,686	-	496,686
County Administrative Officer	-	1,458,476	1,458,476
Elections	10,135,373	-	10,135,373
Facilities Management	-	26,370,075	26,370,075
Finance	-	2,289,162	2,289,162
General Government	147,434,750	52,342,146	147,434,750
Human Resources	-	3,844,842	3,844,842
Internal Audit	10,000	1,004,158	1,014,158
Management and Budget	-	1,587,360	1,587,360
Materials Management	-	1,380,984	1,380,984
Public Fiduciary	1,820,125	-	1,820,125
Recorder	1,870,954	-	1,870,954
Total Compensation	-	1,044,491	1,044,491
Treasurer	3,678,416	-	3,678,416
Sub-Total	182,748,288	96,585,271	279,333,559
Health, Welfare & Sanitation			
Animal Care & Control	304,041	-	304,041
Environmental Services	737,332	-	737,332
Health Care Mandates	328,391,672	3,716,338	332,108,010
Medical Examiner	3,888,275	-	3,888,275
Public Health	3,922,024	2,440,858	3,922,024
Sub-Total	337,243,344	6,157,196	343,400,540
Public Safety			
Adult Probation	14,210,964	-	14,210,964
Clerk of the Superior Court	21,020,241	-	21,020,241
Constables	1,573,243	-	1,573,243
Contract Counsel	5,411,936	-	5,411,936
County Attorney	42,352,207	-	42,352,207
Emergency Management	77,108	-	77,108
Justice Courts	15,710,924	-	15,710,924
Juvenile Probation	11,608,350	-	11,608,350
Legal Defender	4,997,933	-	4,997,933
Office of Legal Advocate	3,828,839	-	3,828,839
Public Defender	27,216,686	-	27,216,686
Sheriff	37,139,909	-	37,139,909
Superior Court	41,595,611	-	41,595,611
Sub-Total	226,743,951	--	226,743,951
TOTAL GENERAL FUND MANDATES	748,386,776	102,742,467	851,129,243

GENERAL FUND MANDATE COMPARISON

	General Fund Budgeted Mandates FY 2001-02	General Fund Budgeted Mandates FY 2002-03	$ Variance Increase (Decrease)	% Variance Increase (Decrease)
Judicial Branch				
Adult Probation	11,605,000	14,210,964	2,605,964	22.5%
Justice Courts	15,494,859	15,710,924	216,065	1.4%
Juvenile Probation	10,956,082	11,608,350	652,268	6.0%
Superior Court	41,784,929	41,595,611	(189,318)	(0.5%)
Sub-Total	79,840,870	83,125,849	3,284,979	4.1%
Elected Officials				
Assessor	14,453,030	14,791,846	338,816	2.3%
Board of Supervisors	1,163,725	1,186,825	23,100	2.0%
Clerk of the Board of Supervisors	528,574	496,686	(31,888)	(6.0%)
Clerk of the Superior Court	19,968,254	21,020,241	1,051,987	5.3%
Constables	1,541,266	1,573,243	31,977	2.1%
County Attorney	41,383,645	42,352,207	968,562	2.3%
Elections	6,069,510	10,135,373	4,065,863	67.0%
Internal Audit	10,000	10,000	-	0.0%
Recorder	1,847,713	1,870,954	23,241	1.3%
Sheriff	36,831,132	37,139,909	308,777	0.8%
Superintendent Of Schools	1,637,442	1,651,193	13,751	0.8%
Treasurer	3,735,313	3,678,416	(56,897)	(1.5%)
Sub-Total	129,169,604	135,906,893	6,737,289	5.2%
Appointed Departments				
Animal Care & Control	304,041	304,041	-	0.0%
Call Center	1,281,308	1,323,313	42,005	3.3%
Contract Counsel	5,533,466	5,411,936	(121,530)	(2.2%)
Emergency Management	86,179	77,108	(9,071)	(10.5%)
Environmental Services	763,915	737,332	(26,583)	(3.5%)
General Government	232,438,891	147,434,750	(85,004,141)	(36.6%)
Health Care Mandates	206,911,606	328,391,672	121,480,066	58.7%
Human Resources	1,963,371	-	(1,963,371)	(100.0%)
Legal Advocate	3,690,009	3,828,839	138,830	3.8%
Legal Defender	4,751,094	4,997,933	246,839	5.2%
Medical Examiner	3,693,196	3,888,275	195,079	5.3%
Public Defender	26,433,918	27,216,686	782,768	3.0%
Public Fiduciary	1,808,600	1,820,125	11,525	0.6%
Public Health	3,480,936	3,922,024	441,088	12.7%
Sub-Total	493,140,532	529,354,034	35,408,226	7.2%
Total Mandated Services	702,956,282	748,386,776	45,430,494	6.5%
Percent of General Fund Expenditures	87.9%	86.0%		
Non-Mandated Services				
General Government	5,339,528	3,065,433	(2,274,095)	(42.6%)
Health Care Mandates	15,372,897	13,140,300	(2,232,597)	(14.5%)
Human Services	1,307,854	1,267,103	(40,751)	(3.1%)
Parks & Recreation	1,749,747	1,740,404	(9,343)	(0.5%)
Sub-Total	23,770,026	19,213,240	(4,556,786)	(19.2%)
Total Non-Mandated Services	23,770,026	19,213,240	(4,556,786)	(19.2%)
Percent of General Fund Expenditures	3.0%	2.2%		
Administrative Mandates				
Chief Information Officer	5,423,007	5,263,577	(159,430)	(2.9%)
County Administrative Officer	1,455,275	1,458,476	3,201	0.2%
Facilities Management	22,825,295	26,370,075	3,544,780	15.5%
Finance	2,060,231	2,289,162	228,931	11.1%
General Government	35,234,127	52,342,146	17,108,019	48.6%
Health Care Mandates	-	3,716,338	3,716,338	100.0%
Human Resources	2,062,356	3,844,842	1,782,486	86.4%
Internal Audit	984,722	1,004,158	19,436	2.0%
Management & Budget	1,690,749	1,587,360	(103,389)	(6.1%)
Materials Management	1,362,142	1,380,984	18,842	1.4%
Public Health	-	2,440,858	2,440,858	100.0%
Total Compensation	805,278	1,044,491	239,213	29.8%
Sub-Total	73,097,904	102,742,467	29,644,563	40.6%
Total Administrative Mandates	73,097,904	102,742,467	29,644,563	40.6%
Percent of General Fund Expenditures	9.1%	11.8%		
Grand Total General Fund Expenditures	799,824,212	870,342,483	70,518,271	8.8%

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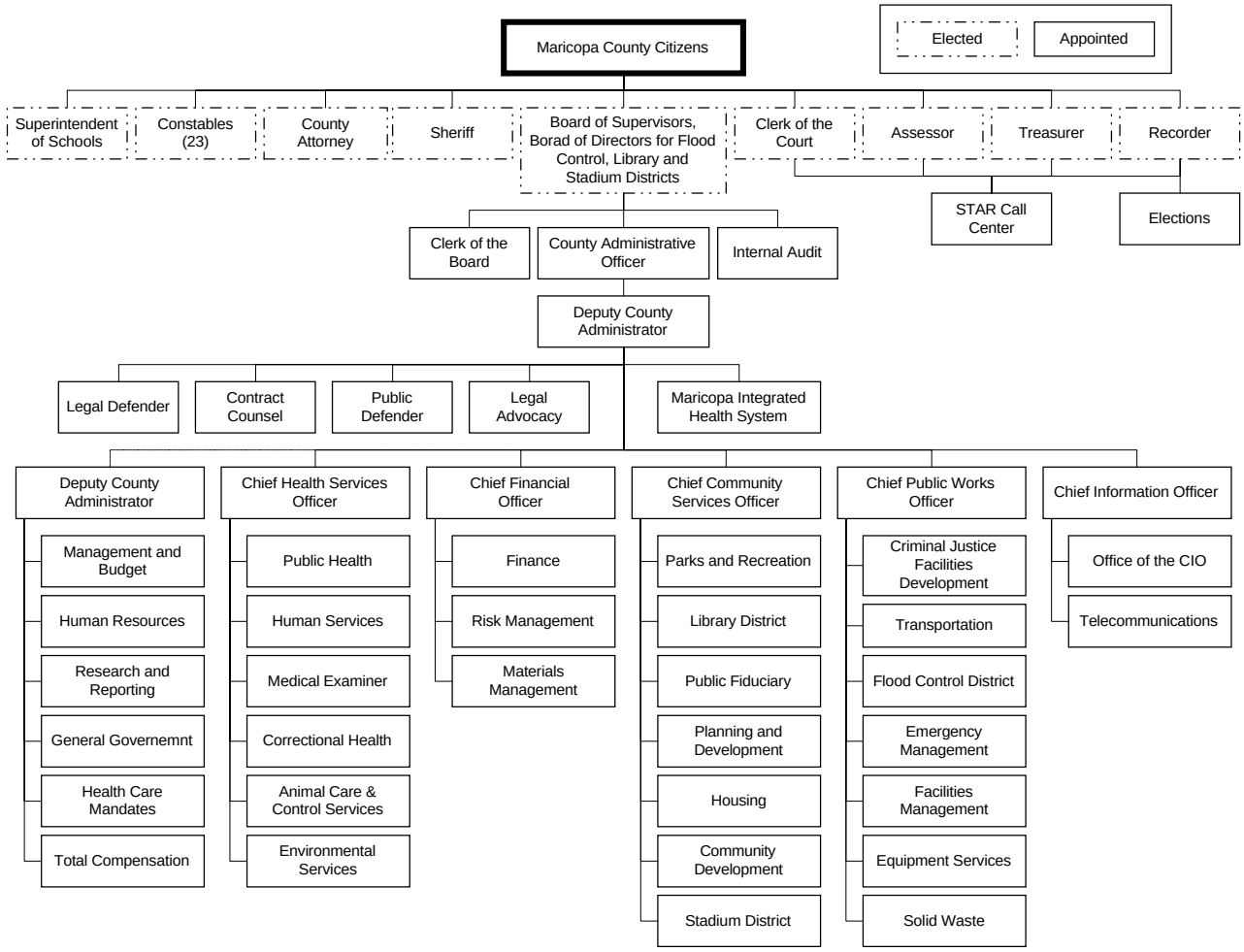
Departmental Budget Schedules

Maricopa County Organization

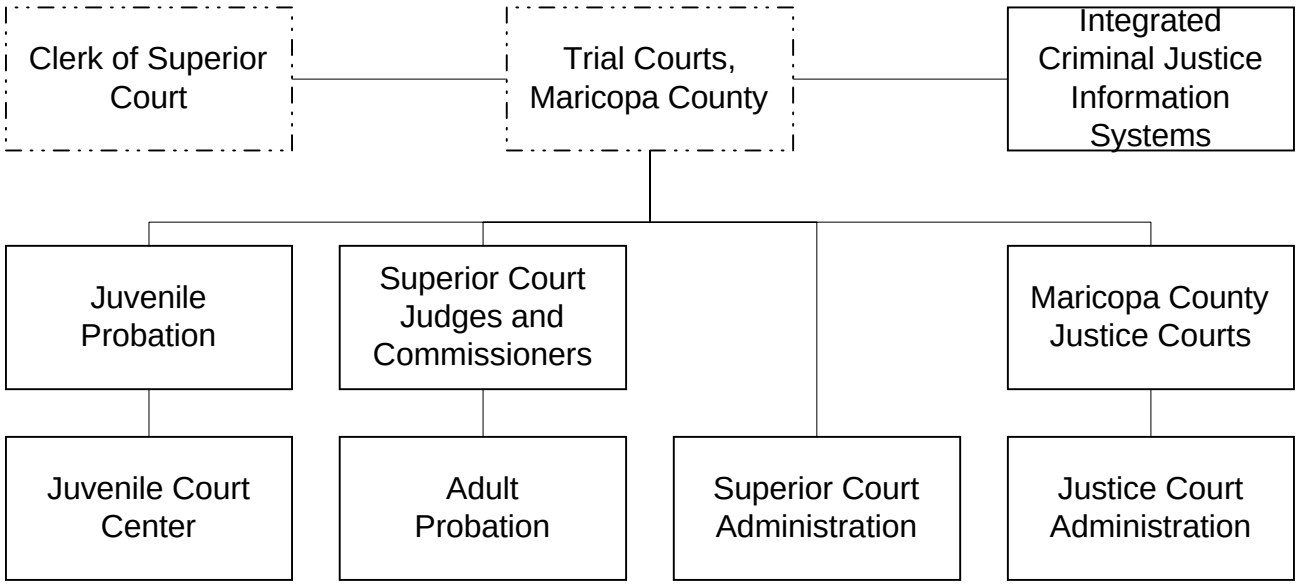
Maricopa County is organized according to its accountability to the citizens it serves. There are Elected Officials, Appointed Departments and Special Districts. There is also a Judicial Branch, which includes the new Trial Courts organization structure made up of Adult Probation, Justice Courts, Juvenile Probation, and Superior Court departments. Within the Judicial Branch are elected Superior Court Judges and Justices of the Peace. The citizens of Maricopa County elect a Board of Supervisors who serve as the responsible governing body, and a County Attorney, Sheriff, Clerk of the Superior Court, Treasurer, Assessor, Recorder, Superintendent of Schools and 23 Constables. There are 48 appointed departments, including 3 Special Districts, for which the County Board of Supervisors acts as the Board of Directors.

Countywide Organization Chart

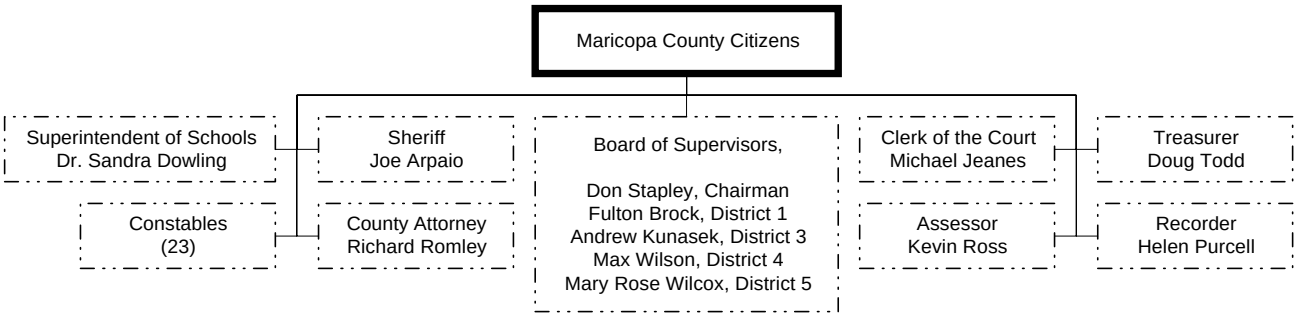


Countywide Organization Chart (Continued)

Arizona Courts in Maricopa County



Elected Officials



Board of Supervisors

The five-member Board of Supervisors is the governing body of Maricopa County. Members are elected to four-year terms and the supervisors elect a chairman during their first meeting each January. Appointed by the Board are the Internal Auditor, the Clerk of the Board, and the County Administrative Officer.

Special functions of the Board of Supervisors are to also serve as the Board of Directors for the Flood Control District, the Library and Stadium Districts. Other duties include the Board of Equalization and the Planning and Zoning Commission.

The board holds statutory and formal meetings that generally are scheduled twice each month on Wednesdays. Informal meetings generally are held on the Monday preceding the formal meetings. Although the adopted schedule can change, meetings are posted at least 24 hours in advance, in compliance with Arizona's Open Meeting Law.

Citizens are encouraged to attend. All meetings are videotaped and air on local government access channels throughout Maricopa County. Check your nearest cable company or city office for scheduling information.

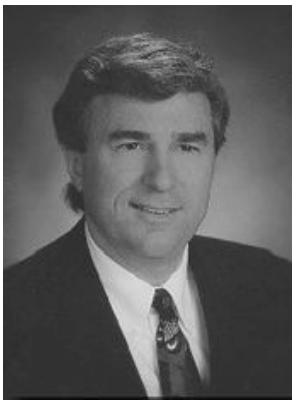
Elected Officials (Continued)

Elected Biographies

Fulton Brock

District 1

(Republican) Fulton Brock was elected to the Board of Supervisors in November 1996. He was elected Chairman in 1999. In January 2000, Supervisor Brock was appointed Chairman of the Maricopa County Trails Commission. As a former State Representative of District 6 in the Arizona House of Representatives, Supervisor Brock served as Vice-Chairman of the Commerce Committee and member of the Economic Development, International Trade and Tourism, Banking and Insurance and Rules Committees. Supervisor Brock is a graduate of Centre College of Kentucky. In 1982, Supervisor Brock Founded LDC, Inc. a privately-held telephone/operator service company. Supervisor Brock, his wife Susan, and their three 3 daughters are residents of Chandler.



Don Stapley - Chairman

District 2

(Republican) Don Stapley was first elected to the Maricopa County Board of Supervisors in November 1994 and re-elected for a four-year term in November 1996 and November 2000. Stapley was elected as the 1997and 2002 Chairman of the Board of Supervisors. He served as a member of the Board of Directors and Fiscal Affairs Committee of the Lutheran Health Care Network for more than 10 years and is an honorary member of the Mesa Baseline Rotary Club, having previously served as club director and president. Stapley and his wife Kathy have four children and are actively involved in the East Valley.

Andrew Kunasek

District 3

(Republican) Andrew Kunasek was appointed to the Board in September of 1997, and was subsequently elected by the constituency of District 3 to a two-year term in 1998 and a four-year term in 2000. Supervisor Kunasek served as the Chairman of the Board of Supervisors in 2000. Supervisor Kunasek is an Arizona native and earned a degree in management from Arizona State University. He owns interest in farming, citrus and cattle operations, and is president of Mercado Management, a land acquisition and real estate management company. Kunasek has served as treasurer of the Maricopa County Republican Party; Maricopa County Trial Court Selection Committee; Maricopa County Charter Committee; and the Maricopa County Citizens Judicial Advisory Council. He was also a Delegate to the 1996 Republican National Convention. Kunasek, wife Kim and daughters Emily and Kathryn live in North Phoenix.

Max W Wilson

District 4

Mr. Wilson has lived and worked in Maricopa County for the past thirty five years. His efforts have met with a great deal of success and he has had wonderful experiences along the way. Mr. Wilson's management skills have been honed even further by his election to the Litchfield Park City Council. He now believe it is time to give back to the state and county he has enjoyed for so long, and he thinks the experience and knowledge he has gained over the years has put him in a position to do that. Mr. Wilson was born in Salt Lake City, Utah and has attended Glendale Community College in Glendale, Arizona. He is married to Judith and has five children and eight grandchildren. Mr. Wilson currently serves on the Arizona Board of Realtors, the Southwest Valley Chamber of Commerce, and the Peeples Valley/Yarnell Historical Society Board of Directors. He has recently served on the Arizona Diamondbacks Charity Board of Directors and the Sun Health La Loma Board of Directors.

Mary Rose Garrido Wilcox

District 5

(Democrat) Mary Rose Garrido Wilcox was born in Superior, Arizona and is a fourth generation Arizona native from a pioneer Mexican-American family. Mary Rose was re-elected to the Maricopa County Board of Supervisors in 2000 for a third four-year term. Mary Rose previously served on the Phoenix City Council for nine years. Ms. Wilcox was honored as being the first Hispanic woman ever to serve on the Phoenix City Council and the Maricopa County Board of Supervisors. Mary Rose has been involved with numerous boards and commissions, including her membership on the boards of the Phoenix Economic Growth Corporation, Downtown Phoenix Partnership, and the Arizona Hispanic Women's Corporation. She is the National President for National Association of Latino Elected Officials-Education Fund. Mary Rose and her husband Earl have a daughter and five grandsons.

Kevin M Ross

Assessor

Kevin Ross was elected to serve as Maricopa County Assessor in November of 1996 and re-elected in November 2000. Mr. Ross is a native of a small farming community in south central Minnesota. He earned his bachelor's degree at the University of Minnesota. Kevin trained from 1986 through 1989 in commercial and residential lending. In 1990, Kevin founded his own mortgage company in Tempe, specializing in Commercial and Residential accounts. He is a current member of the International Association of Assessing Officers, a member of the Board of Directors of the Father Joseph Patterson Foundation and is a past member of the National and State Associations of Mortgage Brokers. Kevin has been active in a variety of independent businesses and charitable causes. Kevin and his wife, Lisa, reside in Gilbert, Arizona.

Richard Romley

Attorney

(Republican) Richard M. Romley began his first term as County Attorney on January 1, 1989. Now serving his fourth consecutive term, Romley has taken a leadership position on many criminal justice issues, including victims rights, DUI legislation, domestic violence, slumlord abatement, and illegal drugs. During his tenure, the Office has received national recognition and numerous rewards for leadership and innovation. Last year (2001), the Disabled American Veterans presented Romley with the National Commander's Award as the Outstanding Disabled Veteran of the Year. He was subsequently honored in Washington, D.C., with LIFE's Presidential Unsung Hero Award. An Arizona native, born in Tucson, he served two years as a U.S. Marine in Vietnam. Afterwards, he enrolled in Arizona State University, earning both a Bachelor of Science Degree in Business and a Law Degree. In 1980, Romley began his career as a prosecutor with the City of Phoenix. In 1982, he joined the Maricopa County Attorney's Office as a Deputy County Attorney, resigning in 1988 to make his successful run for County Attorney. He and his wife, Carol, live in Scottsdale. They have three grown sons.

Michael K Jeanes

Clerk of the Superior Court

(Republican) Michael K. Jeanes was elected by the voters of Maricopa County in November 1998 to serve a four-year term. He earned his Bachelor of Arts Degree in Political Science from Loyola University of Chicago and a Master of Public Administration Degree from Arizona State University. He has 22 years of court/county management experience, which include 15 years with the Clerk's Office. As Clerk of the Court, Mr. Jeanes is the official record keeper and financial officer for the Superior Court and is responsible for administering a $20+ million budget. Mr. Jeanes is active in many local and national professional organizations. Michael and his wife, Jill, have three sons.

Helen Purcell

Recorder

(Republican) was elected to the Office of Maricopa County Recorder in November 1988, re-elected in 1992, 1996, and 2000. She has been a member of the Board of Directors of the National Association of Counties since 1997, and a member of the Board of Directors of the Kids Voting-Arizona. In 2002 she received three awards for her redistricting internet sites: a NACo eGovernance Award of Merit, a NACo Achievement Award, and a Special Achievement in GIS award from Enviornmental Systems Research Institute. In 2000 she was presented with an award designating the Elections Department Vote-by-Mail technology as part of the 2000 Computerworld Collection at the Smithsonian's National Museum of American History in Washington, D.C. In July of 2001 she received the

NACo Achievement Award for Digital Recording. Her responsibilities include recording and maintaining 4,500 to 10,000 documents for public record per day and administering the Elections Department that conducts all national, state and countywide elections, and provides support for cities, towns, schools, and other jurisdictions. She has two sons, Mark and Todd, and four grandsons.

Joseph M Arpaio

Sheriff

(Republican) Joseph M. Arpaio took office as Sheriff of Maricopa County in January 1993 and won re-election in 1996 and 2000. Labeled "the toughest Sheriff in America" after he opened the largest tent city jail in the U.S. and demanded spartan conditions in all county jails, Sheriff Arpaio is equally renowned for his extensive use of posse volunteers in major law enforcement operations. A distinguished law enforcement career spanning more than 45 years, primarily with the U.S. Drug Enforcement Administration, shaped the philosophy that guides his actions as Sheriff. Programs that have made him a national and international leader in the anti-crime movement have simultaneously saved the county taxpayers millions of dollars.

Sandra Dowling, Ed.D.

Superintendent of Schools

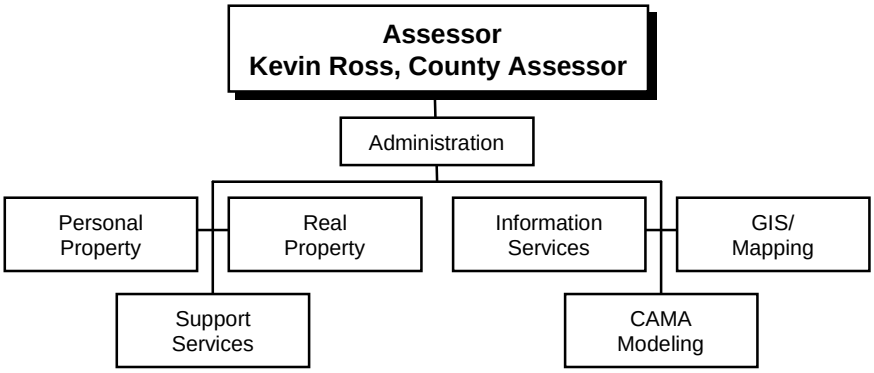
(Republican) was first elected School Superintendent in 1988. She was re-elected by a wide margin in 1992, 1996 & 2000. As Superintendent, her responsibilities include serving as fiscal agent for 41 school districts, providing educational programs, maintaining payroll services for 17,000 school district employees, conducting school district elections and technological support for school districts. Dr. Dowling is a member of over two dozen civic, educational, county and state organizations. Dr. Dowling earned a Bachelor's degree in secondary education and a master's in educational administration from ASU. In 1994, she received her doctorate degree in school finance and education law from NAU. Dr. Dowling and her husband Dennis live in Peoria. They have four children.

Doug Todd

Treasurer

(Republican) Doug Todd was (Republican) Doug Todd was in November 1992. Mr. Todd is a 14-year veteran of the Arizona Legislature, having served 4 terms as a member of the House of Representatives and 3 terms as State Senator from Legislative District 27 (Tempe). Doug was born in Prescott, and moved to attend Arizona State University, where he graduated in 1951 with a Bachelor's Degree in Agronomy. He farmed 320 acres south of Tempe, raising alfalfa, cotton, barley, a small herd of Registered Hereford cattle retiring from all farming operations in 1974. Doug lives in Tempe with his wife, Mary Anne Corbell Todd. They have five children and many grandchildren.

Assessor



Mission

The Mission of the Maricopa County Assessor's Office is to efficiently administer state property tax laws and to provide quality information to the taxpayers and various taxing jurisdictions to assure that all county property is valued fairly and equitably.

Vision

To be the best Assessor organization in the country by being efficient, timely, accurate and public service oriented.

Goals

- Maintaining an employee retention rate of at least 95% of quality, experienced employees exclusive of retirees.
- Fair and equitable valuation of property that continues to meet or exceed Department of Revenue guidelines.
- Quality customer service and information that "more than satisfies" the public and taxing jurisdictions based upon satisfaction surveys.
- Timely and accurate identification of property owners that is 99.5% consistent with recorded documents and is updated within 30 days of a recorded change.
- Utilization and implementation of technology that allows our results to be efficient, timely, accurate and public service oriented based on annual internal and external satisfaction surveys.
- Full quality controlled digitization of county parcels by April 2002.

Issues

- A competitive market for quality employees will continue to create a problem of retaining qualified and experienced staff.
- The county's economic health will continue to stretch our resources in keeping up with new construction and property, splits, sales, appeals and other growth issues.
- Legislative changes, unfunded mandates, will continue to demand more resources, specifically staffing and technology.
- Technological advancements and opportunities will allow for more efficient work processes in every department and provide additional sources of analysis and information for the public.
- Budgetary constraints may limit our technological advancements and level of services available.
- Demographic shifts will create a larger population eligible for exemption benefits and a change in population and land use densities.

Assessor (Continued)

- Inter-operability of county and other government agencies will impact departments' abilities to achieve objectives.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
ASSESSOR
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INFORMATION RESOURCE	$ 1,327,494	$ 127,483	$ 2,541	$ 1,457,518	$ 133,669
PROPERTY ASSESSMENT	9,853,508	790,313	-	10,643,821	-
ADMINISTRATIVE SERVICES PROGRA	669,628	102,821	3,623	776,072	-
INFORMATION TECHNOLOGY PROGRAM	634,749	49,800	45,742	730,291	-
UNALLOCATED/INDIRECT COSTS	105,760	1,025,382	53,002	1,184,144	-
Total	$ 12,591,139	$ 2,095,799	$ 104,908	$ 14,791,846	$ 133,669

Key Performance Measures

Program Name: Information Resource

Program Purpose: The purpose of the Information Resource program is to provide quality customer service and reliable data to the public, government agencies and internal customers so that they can utilize our broad base of property information.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of public and other government agencies that rate our quality customer service as "more than satisfies"	86	83	N/A	90
Percent of satisfied data distribution customers	N/A	N/A	N/A	100

Program Name: Property Assessment

Program Purpose: The purpose of the Property Assessment program is to provide ownership, mapping, property characteristics and valuation information to the public, government agencies and internal customers so that they can be assured that our valuations are fair and equitable.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of accurate and timely ownership and exemption information	N/A	N/A	N/A	96
Percent of accurate and timely digitized maps	N/A	N/A	N/A	98
Percent of updated and accurate property characteristics of all new or changed real and personal property	N/A	N/A	N/A	99.5
Percent of fair and equitable valuations that meet or exceed DOR guidelines	100	100	N/A	100
Percent of accurate and informative notifications	N/A	97	N/A	98.5
Percent of property owners satisfied with their valuations	N/A	97.47	N/A	95.5
Percent of Property Assessment services reviewed within a two year cycle	N/A	N/A	N/A	100

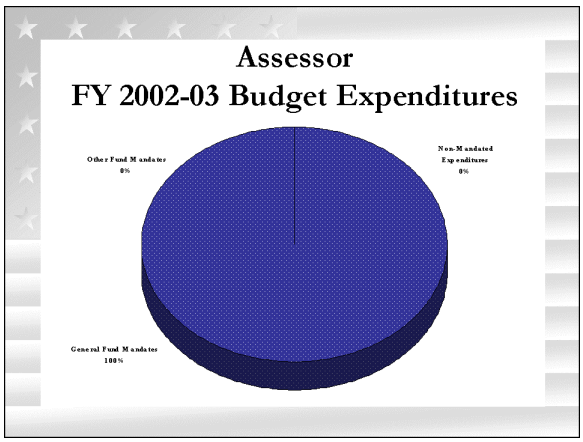
Assessor (Continued)

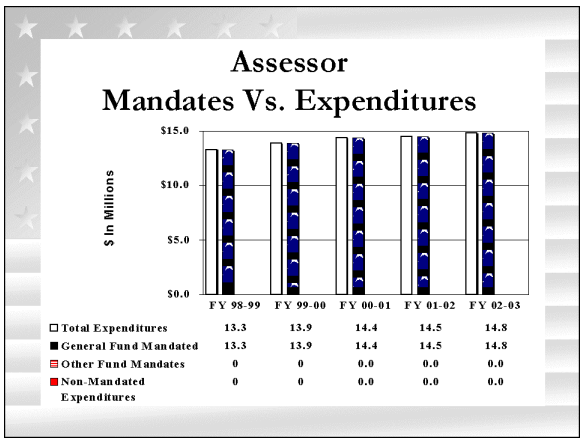
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 13,311,601	$ 13,311,601
FY 1999-00 Actuals	$ 13,921,894	$ 13,921,894
FY 2000-01 Actuals	$ 14,354,295	$ 14,354,295
FY 2001-02 Estimate	$ 14,482,021	$ 14,482,021
FY 2002-03 Adopted Budget	$ 14,791,846	$ 14,791,846

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 13,311,601	$ 13,311,601
FY 1999-00 Actuals	$ 13,921,894	$ 13,921,894
FY 2000-01 Actuals	$ 14,354,295	$ 14,354,295
FY 2001-02 Estimate	$ 14,482,021	$ 14,482,021
FY 2002-03 Adopted Budget	$ 14,791,846	$ 14,791,846

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Assessor (Continued)

Mandate Information

TITLE	Assessor
AUTHORITY	A.R.S. § 11-401 Enumeration Of Officers; A.R.S. § 11-541 Powers And Duties Generally; A.R.S. § 11-542 Bond, Oath; A.R.S. § 11-401; Liability For Taxes On Property Unassessed Through Negligence; A.R.S. § 42 Taxation.
HISTORY/ BACKGROUND	The County Assessor is an elected official of Maricopa County.
MANDATE DESCRIPTION	The Assessor will to the best of his knowledge and ability, truly and fairly determine the valuation, without favor or partiality of all the taxable property in the County at its full cash value. The Assessor and his sureties shall be liable for all taxes on taxable property within the County, which through the neglect of the Assessor remains unassessed. The primary duties are dictated by ARS 42, Chapters 11-17 and include, but are not limited to the following:

On any date before March 1 of each year the County Assessor shall notify each owner of record, or purchaser under a deed of trust or an agreement of sale, of property that is valued by the Assessor as to the property's full cash value and the limited value, if applicable, to be used for assessment purposes. For property that is valued by the Assessor, in the case of new construction, additions to or deletions from assessment parcels and changes in property use that occur after January 1 of the valuation year, the Assessor shall notify the owner of the property of any change in valuation on or before September 30 of the valuation year.

The County Assessor shall prepare the assessment roll in the form and containing the information prescribed by the department. On or before December 1 of each year, the County Assessor shall complete property and mines listed in the roll, showing the ownership of the real property and mines and all assessment lists from which the roll was compiled. The Assessor shall deliver the list and certified roll to the Clerk of the Board of Supervisors who shall file them in the Clerk's office.

On or before February 10 of the tax year, the county assessor shall transmit and certify to the property tax oversight commission and to the governing body of the political subdivision or district in the county the values that are required to compute the levy limit prescribed by section 42-17051.

On or before February 10 of the tax year, the county assessor shall determine the limited property value for the current tax year of each school district in the county and shall transmit the values to the county school superintendent to assist the superintendent in computing equalization assistance for education as provided in section 15-991.

On or before February 10 of the tax year, the county assessor shall transmit to the staff of the joint legislative budget committee and to the governor's office of strategic planning and budgeting the values that are required to compute the truth in taxation rates prescribed by section 41-1276

Assessor (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
120 ASSESSOR

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 12,591,139	$ 2,095,799	$ 104,908	$ 14,791,846	$ 133,669
SUB-TOTAL	$ 12,591,139	$ 2,095,799	$ 104,908	$ 14,791,846	$ 133,669
TOTAL FUNDS	$ 12,591,139	$ 2,095,799	$ 104,908	$ 14,791,846	$ 133,669

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

120 ASSESSOR

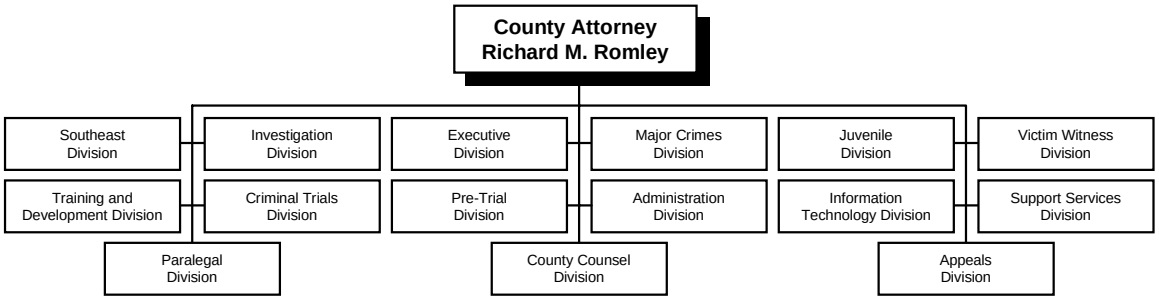
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	123,543	100,000	133,669	133,669	133,669	133,669	-	0%
Total Revenue	$ 123,543	$ 100,000	$ 133,669	$ 133,669	$ 133,669	$ 133,669	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 9,354,257	$ 9,521,339	$ 9,600,006	$ 9,676,935	$ 9,729,272	$ 9,952,268	$ (352,262)	-4%
705 TEMPORARY PAY	195,340	170,000	114,178	163,651	114,000	97,600	16,578	15%
710 OVERTIME	73,471	65,066	41,200	44,078	45,000	30,000	11,200	27%
750 FRINGE BENEFITS	2,000,885	2,345,173	2,342,035	2,269,691	2,597,577	2,505,271	(163,236)	-7%
790 OTHER PERSONNEL SERVICES	11,648	12,000	10,000	6,251	6,000	6,000	4,000	40%
SubTotal	$ 11,635,601	$ 12,113,578	$ 12,107,419	$ 12,160,606	$ 12,491,849	$ 12,591,139	$ (483,720)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 486,715	$ 388,000	$ 359,940	$ 360,584	$ 332,000	332,000	27,940	8%
802 MEDICAL SUPPLIES	19,722	20,005	14,000	14,213	12,000	12,000	2,000	14%
803 FUEL	1,921	2,496	2,110	2,184	2,100	2,100	10	0%
804 NON-CAPITAL EQUIPMENT	70,327	67,667	7,523	-	-	-	7,523	100%
812 OTHER SERVICES	1,052,186	578,048	517,000	527,584	486,000	485,999	31,001	6%
820 RENT & OPERATING LEASES	395,800	457,792	399,000	399,000	413,437	413,437	(14,437)	-4%
825 REPAIRS AND MAINTENANCE	160,277	178,992	219,295	181,625	192,200	168,200	51,095	23%
839 INTERNAL SERVICE CHARGES	50,056	24,000	36,556	42,512	45,807	45,807	(9,251)	-25%
842 TRAVEL & EDUCATION	199,308	192,500	211,856	207,716	210,200	210,200	1,656	1%
843 POSTAGE/FREIGHT/SHIPPING	-	193,952	327,614	365,481	386,060	386,060	(58,446)	-18%
850 UTILITIES	37,990	40,000	39,036	39,209	39,996	39,996	(960)	-2%
SubTotal	$ 2,474,302	$ 2,143,452	$ 2,133,930	$ 2,140,108	$ 2,119,800	$ 2,095,799	$ 38,131	2%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	-	5,000	5,000	2,498	-	-	5,000	100%
920 CAPITAL EQUIPMENT	219,973	28,000	10,081	-	-	-	10,081	100%
930 VEHICLES & CONSTRUCTION EQUIP	24,421	-	-	-	-	-	-	
950 DEBT SERVICE	-	163,000	196,600	178,809	104,908	104,908	91,692	47%
SubTotal	$ 244,394	$ 196,000	$ 211,681	$ 181,307	$ 104,908	$ 104,908	$ 106,773	50%
Total Expenditures	$ 14,354,297	$ 14,453,030	$ 14,453,030	$ 14,482,021	$ 14,716,557	$ 14,791,846	$ (338,816)	-2%
Operating Balance (Rev. - Exp.)	$ (14,230,754)	$ (14,353,030)	$ (14,319,361)	$ (14,348,352)	$ (14,582,888)	$ (14,658,177)	$ (338,816)	-2%

Assessor (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 120 ASSESSOR	
WORKING TITLE	**FTE**
ADMINISTRATIVE/OFFICE SUPPORT	81.0
ADMINISTRATIVE/OFFICE SUPPORT LEAD/SUPERVISOR	16.0
ADMINISTRATOR	2.0
APPLICATIONS SERVICES MANAGER	1.0
APPRAISER	133.0
APPRAISER MANAGER	3.0
AREA SUPERVISOR	8.0
ASSESSOR	1.0
AUDITOR APPRAISER	3.8
AUDITOR APPRAISER SUPERVISOR	1.0
BUSINESS ANALYST	1.0
CAMA MODELER	1.0
CHIEF DEPUTY ASSESSOR	1.0
CLIENT/SERVER PROGRAMMER ANALYST	10.0
COMPUTER OPERATOR	3.0
COMPUTER OPERATOR - LEAD	1.0
COURIER	1.0
DATABASE ADMINISTRATOR	1.0
EXECUTIVE ASSISTANT	1.0
GIS MANAGER	1.0
GIS PROGRAMMER/ANALYST	4.0
GIS TECHNICIAN	14.0
INTERGOVERNMENTAL ADMINISTRATOR	1.0
LAN ADMINISTRATOR	1.0
NETWORK SERVICES MANAGER	1.0
OPERATIONS SERVICES MANAGER	1.0
PAYROLL COORDINATOR	1.0
PC TECHNICIAN	2.0
PERSONNEL COORDINATOR	1.0
PRODUCTION CONTROL ANALYST	2.0
PROJECT MANAGER	3.0
PURCHASING COORDINATOR	1.0
REGRESSION MODELER	2.0
SPLITS TEAM SUPERVISOR	1.0
SUPPORT SERVICES MANAGER	1.0
SYSTEM ANALYST	1.0
TITLE EXAMINER	14.0
TOTAL	**321.8**

Attorney



Mission

The mission of the Maricopa County Attorney's Office (MCAO) is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Goals

- By 2003, identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, career development counseling, training and other employee benefits and work/personal life balance issues to reduce turnover.
- Annually assess crime distribution trends and legislative changes to determine if additional enforcement initiatives and/or prosecution programs are needed, if staffing resources and facilities are required, and if changes to state statutes or court rules are needed; and analyze the need for enhanced victim services and community interaction in order to incorporate this information into future strategic plans.
- Reduce the percentage of criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies & procedures, quality standards and attorney ethics.
- By 2003, implement computer applications that will integrate existing applications internal to MCAO in order to reduce redundant data entry, ensure data integrity, improve the MCAO's ability to adhere to statutory and county mandated deadlines, and enhance management processes and reports.
- By 2002, ensure that access to the MCAO network, applications and data is secured in accordance with projected state and federal requirements
- By 2005, implement designated projects in accordance with the Maricopa County Integrated Criminal Justice System strategic business plan to share case information data between other criminal justice agencies in a timely, secured manner in order to increase data integrity and reduce redundant data entry.
- By 2003, develop and implement a case tracking system for the Division of County Counsel to track and report information concerning civil lawsuits and advisory matters for Maricopa County, which will enable the Division to formulate and track measurable goals to increase the quantity and quality of legal services delivered, reduce the response time and/or completion time for the legal services delivered, and improve client satisfaction.

Issues

- Competition in the marketplace will affect our ability to attract and retain quality employees with the skills necessary to complete our mission.

Attorney (Continued)

- Legislative and Judicial mandates (including service expectations from community groups, victims, businesses, law enforcement and a broader community focus on crime deterrence), will place an increased burden on available resources including time, money and equipment, and require an increased need to respond.
- Changes in population and demographics such as the aging population, juvenile crime, and population diversity, will result in an increase in the number, type and complexity of prosecutions and victim services required.
- The population growth (and resulting growth in county government) coupled with the trend toward increased professionalism in County management, will challenge the ability of the County Attorney's Office to meet the quantity and quality demands of a larger practice and a more sophisticated client base.
- The rapid growth of advancing technology and public demand for it will challenge the Department to meet the increasing demand for technical support, make high quality decisions and improve productivity in certain areas for availability and access.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
COUNTY ATTORNEY
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CIVIL LEGAL SERVICESPROGRAM	$ 1,304,895	$ 173,260	$ 868	$ 1,479,023	$ -
COMMUNITY SERVICES PROGRAM	607,032	1,538,012	145	2,145,189	1,779,953
PUBLIC POLICY AND PLANNING	(6,870)	-	-	(6,870)	-
PROSECUTION PROGRAM	34,707,242	5,460,736	311,864	40,479,842	5,037,164
TRAINING AND DEVELOPMENT	415,635	63,453	289	479,377	-
ADMINISTRATIVE SERVICES PROGRA	2,381,264	320,651	868	2,702,783	-
INFORMATION TECHNOLOGY PROGRAM	1,604,914	945,470	434	2,550,818	-
UNALLOCATED/INDIRECT COSTS	962,574	50,583	231,599	1,244,756	3,224,451
Total	$ 41,976,686	$ 8,552,165	$ 546,067	$ 51,074,918	$ 10,041,568

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
COUNTY COUNSEL
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CIVIL LEGAL SERVICESPROGRAM	$ 1,563,065	$ 99,627	$ 9,789	$ 1,672,481	$ -
Total	$ 1,563,065	$ 99,627	$ 9,789	$ 1,672,481	$ -

Attorney (Continued)

Key Performance Measures

Program Name: Civil Legal Services Program

Program Purpose: The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.

Key Results: None Reported

Program Name: Community Services Program

Program Purpose: The purpose of the Community Services Program is to provide a variety of special services and assistance to people in Maricopa County so that the office fulfills its statutory mandates.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of uncontested adoptions cases completed	97.7	82.2	87.3	91.9
Percent of victim compensation claims completed	84	60	94	95
Percent of sexually violent predator cases completed	40.7	35.8	52	35

Program Name: Employee Training and Development Program

Program Purpose: The purpose of the Employee Training and Development Program is to provide training, education and career development to MCAO employees so that they can have the training, skills and support necessary to efficiently and effectively perform their job functions.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of MCAO employees who received training	95	88	73	73

Program Name: Prosecution Program

Program Purpose: The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts on behalf of the people of Maricopa County so that they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.

Key Results: None Reported

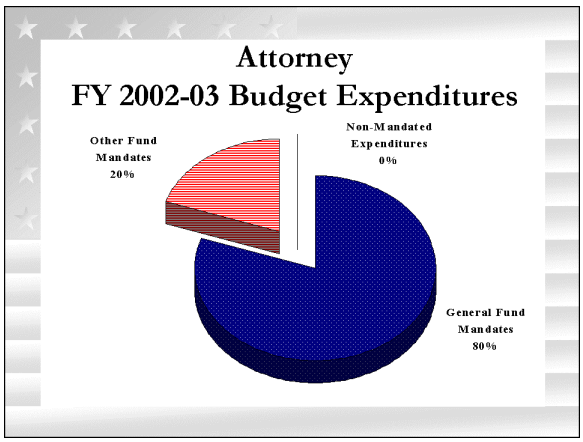
Attorney (Continued)

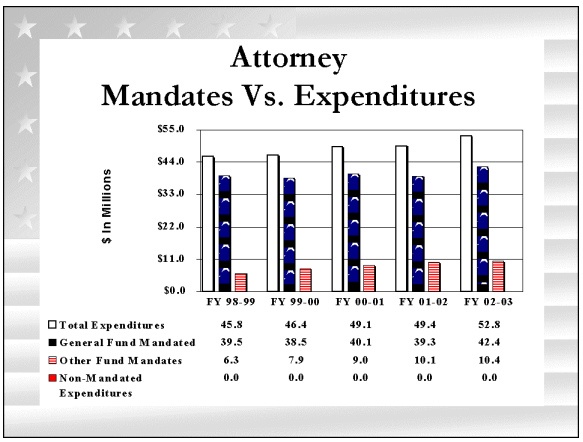
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 39,467,131	$ 6,295,403	$ 45,762,534
FY 1999-00 Actuals	$ 38,492,972	$ 7,892,423	$ 46,385,395
FY 2000-01 Actuals	$ 40,119,027	$ 8,935,582	$ 49,054,609
FY 2001-02 Estimate	$ 39,309,053	$ 10,077,312	$ 49,386,365
FY 2002-03 Adopted Budget	$ 42,352,207	$ 10,395,192	$ 52,747,399

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 39,467,131	$ 6,295,403	$ 45,762,534
FY 1999-00 Actuals	$ 38,492,972	$ 7,892,423	$ 46,385,395
FY 2000-01 Actuals	$ 40,119,027	$ 8,935,582	$ 49,054,609
FY 2001-02 Estimate	$ 39,309,053	$ 10,077,312	$ 49,386,365
FY 2002-03 Adopted Budget	$ 42,352,207	$ 10,395,192	$ 52,747,399

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Attorney (Continued)

Mandate Information

TITLE	County Attorney Powers And Duties, Victims' Bill Of Rights, Crime Victim's Rights, Organized Crime And Fraud, And Juvenile Victim's Rights.
AUTHORITY	Constitutional Article 2-1, Victims' Bill of Rights; A.R.S. § 11-532 Powers and Duties; A.R.S. § 13-4400 et seq. Crime Victim's Rights; A.R.S. § 13-2314.03 County Anti-racketeering Revolving Fund; A.R.S. § 8-381 et seq. Juvenile Victim's Rights.
HISTORY/ BACKGROUND	The County Attorney is a constitutional officer. The County Counsel function is one of the original duties of the County Attorney. The Constitution of Arizona was amended by voter initiative to include a "Victims' Bill of Rights" in 1990. A Victims' Rights Implementation Act adding A.R.S. § 13-4400 et seq. was approved by the Legislature in 1991 and took effect in 1992. In 1994, the County anti-racketeering revolving fund was amended to require the County Attorneys Office to administer the fund. In 1995, the Legislature passed Senate Bill 1149, which extended the Act to victims of juvenile crime. In 1998, Juvenile Victim's Rights for juvenile offenses were amended.
MANDATE DESCRIPTION	Prosecute Criminal Cases: Attend courts and conduct prosecutions of all misdemeanors in Justice Courts, felonies, delinquencies and incorrigible offenses in Superior Court. Seek arrest warrants from magistrates for persons suspected of committing crimes. Attend and advise Grand Jury. Draw indictments and informations. Inform victims about the progress of the cases and expected outcomes. Represent Board of Supervisors and County in civil matters: Provide written opinions to County officers on legal matters related to their duties. Act as legal advisor to the Board of Supervisors. Act as attorney for school districts and community college districts. Defend all locally valued and assessed property tax appeals.

Attorney (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
COUNTY ATTORNEY

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 36,955,728	$ 5,140,619	$ 255,860	$ 42,352,207	$ 12,000
SPECIAL REVENUE	6,584,023	3,511,173	299,996	10,395,192	10,029,568
SUB-TOTAL	$ 43,539,751	$ 8,651,792	$ 555,856	$ 52,747,399	$ 10,041,568
TOTAL FUNDS	$ 43,539,751	$ 8,651,792	$ 555,856	$ 52,747,399	$ 10,041,568

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

COUNTY ATTORNEY

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	6,694,761	5,832,066	6,011,808	6,554,737	5,699,485	5,301,701	(710,107)	-12%
620 OTHER INTERGOVERNMENTAL	-	1,875,000	1,875,000	937,490	1,875,000	1,857,309	(17,691)	-1%
637 FINES & FORFEITS	2,149,605	1,962,015	1,962,015	2,267,709	1,912,013	879,998	(1,082,017)	-55%
645 INTEREST EARNINGS	-	-	-	82,428	-	-	-	
650 MISCELLANEOUS REVENUE	342,480	1,248,000	1,248,000	31,998	812,000	2,002,560	754,560	60%
Total Revenue	$ 9,186,846	$ 10,917,081	$ 11,096,823	$ 9,874,362	$ 10,298,498	$ 10,041,568	$ (1,055,255)	-10%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 35,342,709	$ 37,961,706	$ 40,169,297	$ 37,954,917	$ 39,704,951	$ 39,958,786	$ 210,511	1%
705 TEMPORARY PAY	245,150	-	25,000	323,593	15,000	-	25,000	100%
710 OVERTIME	368,801	21,748	16,500	20,519	40,000	38,619	(22,119)	-134%
750 FRINGE BENEFITS	6,145,473	7,293,688	7,492,945	7,183,749	8,203,504	7,862,698	(369,753)	-5%
790 OTHER PERSONNEL SERVICES	121,339	43,923	37,096	448,136	-	2	37,094	100%
795 PERSONNEL SERVICES ALLOC OUT	(778)	(3,264,715)	(4,011,858)	(4,172,584)	(4,462,359)	(4,700,318)	688,460	17%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	379,964	(379,964)	
SubTotal	$ 42,222,694	$ 42,056,350	$ 43,728,980	$ 41,758,330	$ 43,501,096	$ 43,539,751	$ 189,229	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,101,611	$ 591,966	$ 846,100	$ 1,097,847	$ 1,399,813	925,436	(79,336)	-9%
803 FUEL	47,768	37,000	-	34,819	42,000	41,757	(41,757)	
804 NON-CAPITAL EQUIPMENT	885,831	517,243	171,648	145,646	193,460	50,000	121,648	71%
810 LEGAL SERVICES	721,977	2,058,446	1,765,777	529,324	490,655	341,623	1,424,154	81%
811 HEALTH CARE SERVICES	2,218,484	720,152	759,690	2,105,681	2,232,122	2,219,065	(1,459,375)	-192%
812 OTHER SERVICES	(3,805,777)	2,745,297	2,128,261	2,240,145	1,874,362	2,539,978	(411,717)	-19%
820 RENT & OPERATING LEASES	1,440,656	1,288,145	1,240,645	1,273,050	1,254,404	1,228,328	12,317	1%
825 REPAIRS AND MAINTENANCE	364,184	240,984	271,406	241,672	278,070	300,071	(28,665)	-11%
830 INTERGOVERNMENTAL PAYMENTS	498,644	528,267	512,385	404,818	431,983	431,983	80,402	16%
839 INTERNAL SERVICE CHARGES	2,229,808	202,062	239,988	181,298	600,381	174,401	65,587	27%
842 TRAVEL & EDUCATION	420,277	322,000	369,407	250,684	312,524	266,977	102,430	28%
843 POSTAGE/FREIGHT/SHIPPING	150	58,186	73,561	137,005	100,181	128,675	(55,114)	-75%
850 UTILITIES	1,126	6,000	6,000	21,817	3,498	3,498	2,502	42%
855 INTEREST EXPENSE	-	-	86,768	-	-	-	86,768	100%
SubTotal	$ 6,124,739	$ 9,315,748	$ 8,471,636	$ 8,663,806	$ 9,213,453	$ 8,651,792	$ (180,156)	-2%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	331,420	-	-	178,355	435,000	-	-	
920 CAPITAL EQUIPMENT	358,873	515,057	455,990	232,521	649,998	199,998	255,992	56%
930 VEHICLES & CONSTRUCTION EQUIP	16,884	200,000	200,000	100,000	99,998	99,998	100,002	50%
950 DEBT SERVICE	-	211,099	515,464	5,310	-	255,860	259,604	50%
SubTotal	$ 707,176	$ 926,156	$ 1,171,454	$ 516,186	$ 1,184,996	$ 555,856	$ 615,598	53%
Total Expenditures	$ 49,054,609	$ 52,298,254	$ 53,372,070	$ 50,938,322	$ 53,899,545	$ 52,747,399	$ 624,671	1%
Operating Balance (Rev. - Exp.)	$ (39,867,763)	$ (41,381,173)	$ (42,275,247)	$ (41,063,960)	$ (43,601,047)	$ (42,705,831)	$ (430,584)	-1%

Attorney (Continued)

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
190 COUNTY ATTORNEY

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 35,392,663	$ 5,040,992	$ 246,071	$ 40,679,726	$ 12,000
SPECIAL REVENUE	6,584,023	3,511,173	299,996	10,395,192	10,029,568
SUB-TOTAL	$ 41,976,686	$ 8,552,165	$ 546,067	$ 51,074,918	$ 10,041,568
TOTAL FUNDS	$ 41,976,686	$ 8,552,165	$ 546,067	$ 51,074,918	$ 10,041,568

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

190 COUNTY ATTORNEY

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	6,694,761	5,832,066	6,011,808	6,554,737	5,699,485	5,301,701	(710,107)	-12%
620 OTHER INTERGOVERNMENTAL	-	1,875,000	1,875,000	937,490	1,875,000	1,857,309	(17,691)	-1%
637 FINES & FORFEITS	2,149,605	1,962,015	1,962,015	2,267,709	1,912,013	879,998	(1,082,017)	-55%
645 INTEREST EARNINGS	-	-	-	82,428	-	-	-	
650 MISCELLANEOUS REVENUE	342,480	1,248,000	1,248,000	31,998	812,000	2,002,560	754,560	60%
Total Revenue	$ 9,186,846	$ 10,917,081	$ 11,096,823	$ 9,874,362	$ 10,298,498	$ 10,041,568	$ (1,055,255)	-10%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 31,707,158	$ 33,985,236	$ 35,749,985	$ 34,030,996	$ 35,387,356	$ 35,602,273	$ 147,712	0%
705 TEMPORARY PAY	231,014	-	-	307,602	15,000	-	-	
710 OVERTIME	355,653	15,000	15,000	20,367	15,000	13,619	1,381	9%
750 FRINGE BENEFITS	5,550,094	6,576,274	6,736,800	6,453,919	7,363,329	7,048,718	(311,918)	-5%
790 OTHER PERSONNEL SERVICES	102,512	43,923	37,096	268,337	-	2	37,094	100%
795 PERSONNEL SERVICES ALLOC OUT	(778)	-	(327,796)	(409,746)	(397,781)	(687,926)	360,130	110%
SubTotal	$ 37,945,653	$ 40,620,433	$ 42,211,085	$ 40,671,475	$ 42,382,904	$ 41,976,686	$ 234,399	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,002,270	$ 575,421	$ 829,555	$ 1,027,847	$ 1,272,526	898,789	(69,234)	-8%
803 FUEL	47,768	37,000	-	34,819	42,000	41,757	(41,757)	
804 NON-CAPITAL EQUIPMENT	850,731	517,243	171,648	145,646	193,460	50,000	121,648	71%
810 LEGAL SERVICES	631,839	2,056,202	1,763,533	528,474	482,655	340,772	1,422,761	81%
811 HEALTH CARE SERVICES	2,218,484	720,152	759,690	2,105,681	2,232,122	2,219,065	(1,459,375)	-192%
812 OTHER SERVICES	1,099,132	2,628,888	2,011,852	1,912,349	1,855,362	2,520,978	(509,126)	-25%
820 RENT & OPERATING LEASES	1,190,100	1,264,923	1,217,423	1,258,421	1,224,404	1,213,699	3,724	0%
825 REPAIRS AND MAINTENANCE	363,961	238,600	269,022	241,672	269,570	291,571	(22,549)	-8%
830 INTERGOVERNMENTAL PAYMENTS	498,644	528,267	512,385	402,248	431,983	431,983	80,402	16%
839 INTERNAL SERVICE CHARGES	2,229,808	202,062	239,988	178,298	202,750	174,401	65,587	27%
842 TRAVEL & EDUCATION	393,642	314,988	362,395	229,682	287,524	241,977	120,418	33%
843 POSTAGE/FREIGHT/SHIPPING	150	56,784	72,159	129,575	95,181	123,675	(51,516)	-71%
850 UTILITIES	1,126	6,000	6,000	21,517	3,498	3,498	2,502	42%
855 INTEREST EXPENSE	-	-	86,768	-	-	-	86,768	100%
SubTotal	$ 10,527,655	$ 9,146,530	$ 8,302,418	$ 8,216,229	$ 8,593,035	$ 8,552,165	$ (249,747)	-3%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	331,420	-	-	178,355	435,000	-	-	
920 CAPITAL EQUIPMENT	349,301	480,000	454,691	214,996	524,998	199,998	254,693	56%
930 VEHICLES & CONSTRUCTION EQUIP	16,884	200,000	200,000	100,000	99,998	99,998	100,002	50%
950 DEBT SERVICE	-	211,099	515,464	5,310	-	246,071	269,393	52%
SubTotal	$ 697,604	$ 891,099	$ 1,170,155	$ 498,661	$ 1,059,996	$ 546,067	$ 624,088	53%
Total Expenditures	$ 49,170,912	$ 50,658,062	$ 51,683,658	$ 49,386,365	$ 52,035,935	$ 51,074,918	$ 608,740	1%
Operating Balance (Rev. - Exp.)	$ (39,984,066)	$ (39,740,981)	$ (40,586,835)	$ (39,512,003)	$ (41,737,437)	$ (41,033,350)	$ (446,515)	-1%

Attorney (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 190 COUNTY ATTORNEY	
WORKING TITLE	**FTE**
ADVOCATE	55.8
APPLICATIONS MANAGER	1.0
ATTORNEY	284.5
BUSINESS ANALYST	1.0
CHIEF ADVOCATE	1.0
CHIEF DEPUTY	1.0
CHIEF INVESTIGATOR	1.0
CHIEF PARALEGAL	1.0
CLIENT/SERVER PROGRAMMER ANALYST	4.0
COUNTY ATTORNEY	1.0
HELP DESK COORDINATOR	1.0
HELP DESK MANAGER	1.0
INFORMATION SYSTEMS DIRECTOR	1.0
INVESTIGATOR	52.0
LAN ADMINISTRATOR	1.0
LAN ADMINISTRATOR - LEAD	2.0
LAN ADMINISTRATOR - SPECIALIST	2.0
LAN MANAGER	1.0
LAN TECHNICIAN	1.0
LEAD TELECOMMUNICATIONS ANALYST	1.0
LEGAL SUPPORT ASSISTANT - AA	24.0
LEGAL SUPPORT ASSISTANT - CLERK	26.0
LEGAL SUPPORT ASSISTANT - DES	87.0
LEGAL SUPPORT ASSISTANT - RECP	8.0
LEGAL SUPPORT ASSISTANT - TRAINEE	3.0
LEGAL SUPPORT SPECIALIST	99.0
LEGAL SUPPORT SUPERVISOR	43.0
MANAGEMENT ASSISTANT	7.0
MANAGEMENT SPECIALIST	31.0
MANAGEMENT SPECIALIST SUPERVISOR	3.0
OPERATIONS ANALYST	1.0
PARALEGAL	65.0
PC LAN TECHNICIAN	1.0
PC SUPPORT SPECIALIST	1.0
PC TECHNICAL WRITER	1.0
PC TECHNICIAN	4.0
SENIOR SYSTEMS PROGRAMMER	1.0
SOFTWARE ENGINEER - CONSULTANT	1.0
SYSTEM ANALYST II	1.0
TOTAL	**821.3**

Attorney (Continued)

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
320 COUNTY COUNSEL

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,563,065	$ 99,627	$ 9,789	$ 1,672,481	$ -
SUB-TOTAL	$ 1,563,065	$ 99,627	$ 9,789	$ 1,672,481	$ -
TOTAL FUNDS	$ 1,563,065	$ 99,627	$ 9,789	$ 1,672,481	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

320 COUNTY COUNSEL

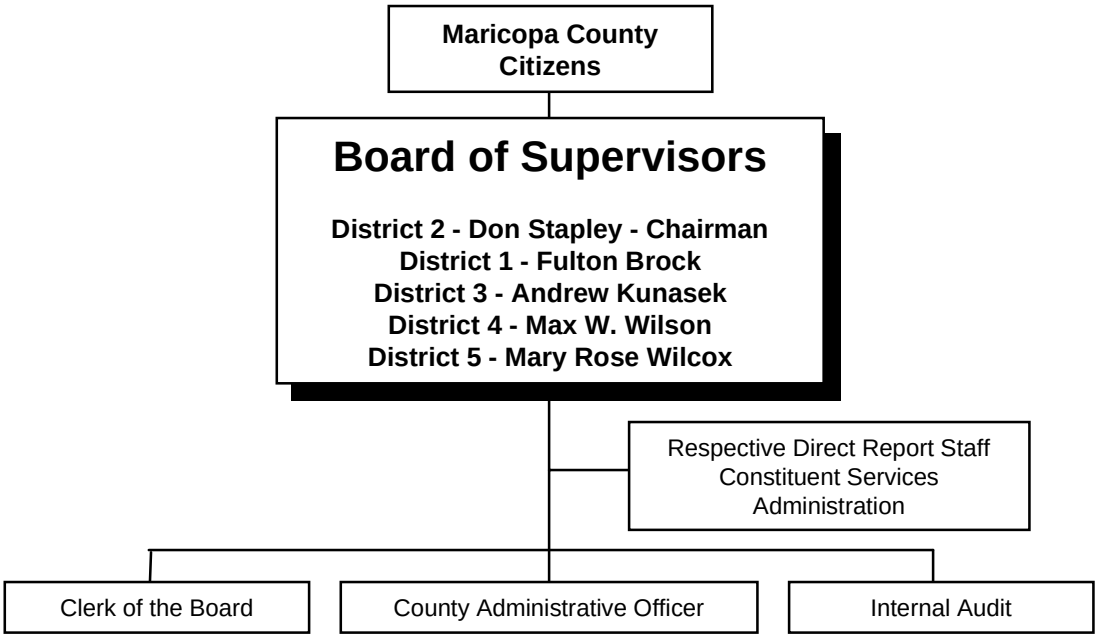
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,635,551	$ 3,976,470	$ 4,419,312	$ 3,923,921	$ 4,317,595	$ 4,356,513	$ 62,799	1%
705 TEMPORARY PAY	14,136	-	25,000	15,991	-	-	25,000	100%
710 OVERTIME	13,148	6,748	1,500	152	25,000	25,000	(23,500)	-1567%
750 FRINGE BENEFITS	595,379	717,414	756,145	729,830	840,175	813,980	(57,835)	-8%
790 OTHER PERSONNEL SERVICES	18,827	-	-	179,799	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	(3,264,715)	(3,684,062)	(3,762,838)	(4,064,578)	(4,012,392)	328,330	9%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	379,964	(379,964)	
SubTotal	$ 4,277,041	$ 1,435,917	$ 1,517,895	$ 1,086,855	$ 1,118,192	$ 1,563,065	$ (45,170)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 99,341	$ 16,545	$ 16,545	$ 70,000	$ 127,287	26,647	(10,102)	-61%
804 NON-CAPITAL EQUIPMENT	35,100	-	-	-	-	-	-	
810 LEGAL SERVICES	90,138	2,244	2,244	850	8,000	851	1,393	62%
812 OTHER SERVICES	(4,904,909)	116,409	116,409	327,796	19,000	19,000	97,409	84%
820 RENT & OPERATING LEASES	250,556	23,222	23,222	14,629	30,000	14,629	8,593	37%
825 REPAIRS AND MAINTENANCE	223	2,384	2,384	-	8,500	8,500	(6,116)	-257%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	2,570	-	-	-	
839 INTERNAL SERVICE CHARGES	-	-	-	3,000	397,631	-	-	
842 TRAVEL & EDUCATION	26,635	7,012	7,012	21,002	25,000	25,000	(17,988)	-257%
843 POSTAGE/FREIGHT/SHIPPING	-	1,402	1,402	7,430	5,000	5,000	(3,598)	-257%
850 UTILITIES	-	-	-	300	-	-	-	
SubTotal	$ (4,402,916)	$ 169,218	$ 169,218	$ 447,577	$ 620,418	$ 99,627	$ 69,591	41%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	9,572	35,057	1,299	17,525	125,000	-	1,299	100%
950 DEBT SERVICE	-	-	-	-	-	9,789	(9,789)	
SubTotal	$ 9,572	$ 35,057	$ 1,299	$ 17,525	$ 125,000	$ 9,789	$ (8,490)	-654%
Total Expenditures	$ (116,303)	$ 1,640,192	$ 1,688,412	$ 1,551,957	$ 1,863,610	$ 1,672,481	$ 15,931	1%
Operating Balance (Rev. - Exp.)	$ 116,303	$ (1,640,192)	$ (1,688,412)	$ (1,551,957)	$ (1,863,610)	$ (1,672,481)	$ 15,931	1%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
320 COUNTY COUNSEL

WORKING TITLE	FTE
ATTORNEY	37.0
LEGAL SUPPORT ASSISTANT - AA	1.0
LEGAL SUPPORT ASSISTANT - CLERK	3.5
LEGAL SUPPORT ASSISTANT - DES	10.0
LEGAL SUPPORT SPECIALIST	11.0
LEGAL SUPPORT SUPERVISOR	4.0
MANAGEMENT SPECIALIST	1.0
PARALEGAL	19.0
TOTAL	**86.5**

Board of Supervisors



Mission Statement

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Strategic Priorities

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
BOARD OF SUPERVISORS DIST 1
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 225,165	$ 10,000	$ 2,200	$ 237,365	$ -
Total	$ 225,165	$ 10,000	$ 2,200	$ 237,365	$ -

Board of Supervisors (Continued)

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
BOARD OF SUPERVISORS DIST 2
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 208,311	$ 29,054	$ -	$ 237,365	$ -
Total	$ 208,311	$ 29,054	$ -	$ 237,365	$ -

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
BOARD OF SUPERVISORS DIST 3
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROGRA	$ 223,005	$ 13,560	$ 800	$ 237,365	$ -
Total	$ 223,005	$ 13,560	$ 800	$ 237,365	$ -

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
BOARD OF SUPERVISORS DIST 4
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROGRA	$ 209,190	$ 28,175	$ -	$ 237,365	$ -
Total	$ 209,190	$ 28,175	$ -	$ 237,365	$ -

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
BOARD OF SUPERVISORS DIST 5
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROGRA	$ 221,693	$ 15,672	$ -	$ 237,365	$ -
Total	$ 221,693	$ 15,672	$ -	$ 237,365	$ -

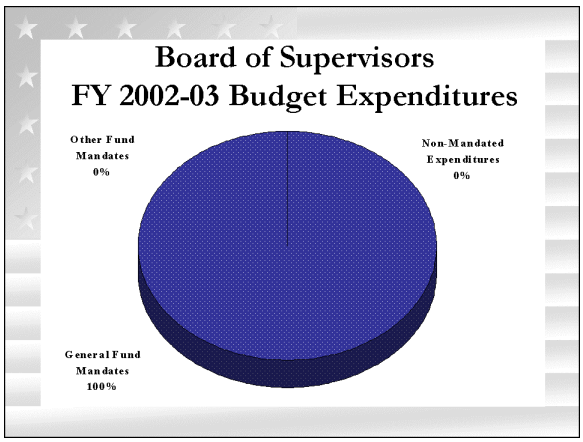
Board of Supervisors (Continued)

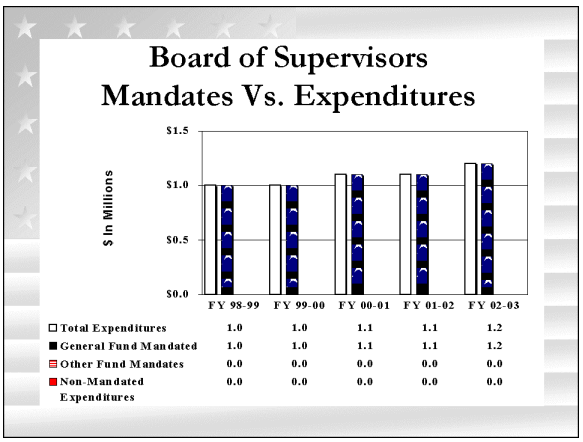
Mandate Consolidated Financial Data (Board of Supervisors)

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,023,980	$ 1,023,980
FY 1999-00 Actuals	$ 1,017,517	$ 1,017,517
FY 2000-01 Actuals	$ 1,056,671	$ 1,056,671
FY 2001-02 Estimate	$ 1,041,302	$ 1,041,302
FY 2002-03 Adopted Budget	$ 1,186,825	$ 1,186,825

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,023,980	$ 1,023,980
FY 1999-00 Actuals	$ 1,017,517	$ 1,017,517
FY 2000-01 Actuals	$ 1,056,671	$ 1,056,671
FY 2001-02 Estimate	$ 1,041,302	$ 1,041,302
FY 2002-03 Adopted Budget	$ 1,186,825	$ 1,186,825

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Board of Supervisors (Continued)

Mandate Information (Each District Office)

TITLE	Board of Supervisors
AUTHORITY	A.R.S. §11-201 Powers of county; A.R.S. §11-251 Powers of board; A.R.S. §11-214 Regular and special meetings. There are other statutory references regarding the Board of Supervisors, far too many to detail in this type of report. Everything the Board does is in some way mandated by statute; A.R.S. §11-251 lists some sixty (60) powers and duties of the Board. The Board of Supervisors are also the Board of Directors of the Flood Control District A.R.S. § 48-3602, Library District A.R.S. § 48-3901, and the Stadium District A.R.S. § 48-4202, as well as numerous special districts.
HISTORY/ BACKGROUND	The Board of Supervisors is the governing body of Maricopa County with specific statutory duties. Boards of Supervisors in general and Maricopa County jurisdiction boundaries are delineated in A.R.S. § 11-211 and 11-109.
MANDATE DESCRIPTION	The powers of a County shall be exercised only by the Board of Supervisors or by agents and officers acting under its authority and authority of law. Action of the Board of Supervisors shall determine the budgets of all elected and appointed county officers. Regular meetings of the Board shall be held each month as designated by the Board. Special meetings may also be called with appropriate notice. Powers of the Board include, but are not limited to the following: supervise the official conduct of all county officers and officers of all districts; divide the counties into such districts as required by law; establish, abolish, and change election precincts; lay out, maintain, control and manage public roads; provide for the care and maintenance of the indigent sick of the county; cause to be erected and furnished buildings as necessary including jails; sell at public auction property of the county as may be necessary to defray general current expenses thereof; and direct and control prosecution and defense of all actions to which the county is a party.

District 1

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
010 BOARD OF SUPERVISORS DIST 1

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 225,165	$ 10,000	$ 2,200	$ 237,365	$ -
SUB-TOTAL	$ 225,165	$ 10,000	$ 2,200	$ 237,365	$ -
TOTAL FUNDS	$ 225,165	$ 10,000	$ 2,200	$ 237,365	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

010 BOARD OF SUPERVISORS DIST 1

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 176,011	$ 182,467	$ 174,344	$ 169,787	$ 178,113	$ 178,113	$ (3,769)	-2%
705 TEMPORARY PAY	-	-	1,400	-	-	-	1,400	100%
750 FRINGE BENEFITS	37,257	41,210	37,892	36,715	37,434	37,434	458	1%
790 OTHER PERSONNEL SERVICES	-	-	323	4,330	9,618	9,618	(9,295)	-2878%
SubTotal	$ 213,268	$ 223,677	$ 213,959	$ 210,832	$ 225,165	$ 225,165	$ (11,206)	-5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,199	$ 1,800	$ 9,221	$ 6,183	$ 3,700	3,700	5,521	60%
803 FUEL	18	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	-	2,100	884	-	-	-	884	100%
812 OTHER SERVICES	1,251	348	890	932	1,600	1,600	(710)	-80%
820 RENT & OPERATING LEASES	159	300	450	322	400	400	50	11%
825 REPAIRS AND MAINTENANCE	-	20	320	305	600	600	(280)	-88%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	(10)	-	-	-	
839 INTERNAL SERVICE CHARGES	3,334	2,900	3,320	2,971	3,100	3,100	220	7%
842 TRAVEL & EDUCATION	2,374	1,500	1,480	989	500	500	980	66%
843 POSTAGE/FREIGHT/SHIPPING	-	100	205	90	100	100	105	51%
SubTotal	$ 8,335	$ 9,068	$ 16,770	$ 11,782	$ 10,000	$ 10,000	$ 6,770	40%
CAPITAL OUTLAY								
950 DEBT SERVICE	-	-	2,016	1,728	2,200	2,200	(184)	-9%
SubTotal	$ -	$ -	$ 2,016	$ 1,728	$ 2,200	$ 2,200	$ (184)	-9%
Total Expenditures	$ 221,603	$ 232,745	$ 232,745	$ 224,342	$ 237,365	$ 237,365	$ (4,620)	-2%
Operating Balance (Rev. - Exp.)	$ (221,603)	$ (232,745)	$ (232,745)	$ (224,342)	$ (237,365)	$ (237,365)	$ (4,620)	-2%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
010 BOARD OF SUPERVISORS DIST 1

WORKING TITLE	FTE
CHIEF ADMINISTRATOR	1.0
COUNTY SUPERVISOR	1.0
EXECUTIVE SECRETARY - OFFICE MANAGER II	1.0
TOTAL	**3.0**

District 2

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
020 BOARD OF SUPERVISORS DIST 2

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 208,311	$ 29,054	$ -	$ 237,365	$ -
SUB-TOTAL	$ 208,311	$ 29,054	$ -	$ 237,365	$ -
TOTAL FUNDS	$ 208,311	$ 29,054	$ -	$ 237,365	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

020 BOARD OF SUPERVISORS DIST 2

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 142,732	$ 159,468	$ 159,467	$ 152,977	$ 160,679	$ 160,679	$ (1,212)	-1%
705 TEMPORARY PAY	7,931	12,000	12,000	4,427	12,000	12,000	-	0%
710 OVERTIME	2,500	-	-	-	-	-	-	
750 FRINGE BENEFITS	28,463	32,818	32,819	31,692	35,632	35,632	(2,813)	-9%
SubTotal	$ 181,626	$ 204,286	$ 204,286	$ 189,096	$ 208,311	$ 208,311	$ (4,025)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 804	$ 1,500	$ 3,150	$ 1,985	$ 5,748	5,748	(2,598)	-82%
804 NON-CAPITAL EQUIPMENT	3,583	5,992	3,497	2,994	-	-	3,497	100%
812 OTHER SERVICES	4,443	947	1,347	796	1,347	1,347	-	0%
820 RENT & OPERATING LEASES	115	500	645	432	645	645	-	0%
825 REPAIRS AND MAINTENANCE	-	120	120	54	120	120	-	0%
839 INTERNAL SERVICE CHARGES	5,018	9,600	9,200	7,649	9,200	9,200	-	0%
842 TRAVEL & EDUCATION	8,900	9,500	10,200	6,217	11,694	11,694	(1,494)	-15%
843 POSTAGE/FREIGHT/SHIPPING	-	300	300	156	300	300	-	0%
SubTotal	$ 22,863	$ 28,459	$ 28,459	$ 20,283	$ 29,054	$ 29,054	$ (595)	-2%
CAPITAL OUTLAY								
Total Expenditures	$ 204,489	$ 232,745	$ 232,745	$ 209,379	$ 237,365	$ 237,365	$ (4,620)	-2%
Operating Balance (Rev. - Exp.)	$ (204,489)	$ (232,745)	$ (232,745)	$ (209,379)	$ (237,365)	$ (237,365)	$ (4,620)	-2%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
020 BOARD OF SUPERVISORS DIST 2

WORKING TITLE	FTE
CHIEF ADMINISTRATOR	1.0
COUNTY SUPERVISOR	1.0
EXECUTIVE SECRETARY - OFFICE MANAGER II	1.0
TOTAL	**3.0**

District 3

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
030 BOARD OF SUPERVISORS DIST 3

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 223,005	$ 13,560	$ 800	$ 237,365	$ -
SUB-TOTAL	$ 223,005	$ 13,560	$ 800	$ 237,365	$ -
TOTAL FUNDS	$ 223,005	$ 13,560	$ 800	$ 237,365	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

030 BOARD OF SUPERVISORS DIST 3

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 162,425	$ 174,491	$ 174,890	$ 170,173	$ 175,139	$ 175,139	$ (249)	0%
705 TEMPORARY PAY	-	9,600	9,600	2,383	9,600	9,600	-	0%
710 OVERTIME	4,500	-	-	-	-	-	-	
750 FRINGE BENEFITS	29,653	31,298	30,936	31,193	34,336	34,336	(3,400)	-11%
790 OTHER PERSONNEL SERVICES	-	-	-	-	3,930	3,930	(3,930)	
SubTotal	$ 196,578	$ 215,389	$ 215,426	$ 203,749	$ 223,005	$ 223,005	$ (7,579)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,243	$ 1,200	$ 2,963	$ 5,411	$ 5,760	5,760	(2,797)	-94%
804 NON-CAPITAL EQUIPMENT	5,300	3,996	1,931	1,398	-	-	1,931	100%
812 OTHER SERVICES	1,094	1,490	1,890	818	1,540	1,540	350	19%
820 RENT & OPERATING LEASES	178	500	620	402	620	620	-	0%
825 REPAIRS AND MAINTENANCE	-	120	120	56	120	120	-	0%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	(74)	-	-	-	
839 INTERNAL SERVICE CHARGES	2,579	2,450	3,250	2,661	2,450	2,450	800	25%
842 TRAVEL & EDUCATION	1,839	7,300	5,170	1,702	2,395	2,395	2,775	54%
843 POSTAGE/FREIGHT/SHIPPING	-	300	675	567	675	675	-	0%
SubTotal	$ 12,233	$ 17,356	$ 16,619	$ 12,941	$ 13,560	$ 13,560	$ 3,059	18%
CAPITAL OUTLAY								
950 DEBT SERVICE	-	-	700	600	800	800	(100)	-14%
SubTotal	$ -	$ -	$ 700	$ 600	$ 800	$ 800	$ (100)	-14%
Total Expenditures	$ 208,811	$ 232,745	$ 232,745	$ 217,290	$ 237,365	$ 237,365	$ (4,620)	-2%
Operating Balance (Rev. - Exp.)	$ (208,811)	$ (232,745)	$ (232,745)	$ (217,290)	$ (237,365)	$ (237,365)	$ (4,620)	-2%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
030 BOARD OF SUPERVISORS DIST 3

WORKING TITLE	FTE
ADMINISTRATIVE ASSISTANT I	1.0
BOARD OF SUPERVISORS EXECUTIVE ASSISTANT	0.5
CHIEF ADMINISTRATOR	1.0
COUNTY SUPERVISOR	1.0
TOTAL	**3.5**

District 4

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
040 BOARD OF SUPERVISORS DIST 4

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 209,190	$ 28,175	$ -	$ 237,365	$ -
SUB-TOTAL	$ 209,190	$ 28,175	$ -	$ 237,365	$ -
TOTAL FUNDS	$ 209,190	$ 28,175	$ -	$ 237,365	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

040 BOARD OF SUPERVISORS DIST 4

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 150,732	$ 156,812	$ 162,712	$ 148,313	$ 160,096	$ 160,096	$ 2,616	2%
705 TEMPORARY PAY	-	12,500	10,422	9,192	12,500	12,500	(2,078)	-20%
710 OVERTIME	5,000	-	-	-	-	-	-	
750 FRINGE BENEFITS	25,581	27,558	27,954	24,741	28,497	28,497	(543)	-2%
790 OTHER PERSONNEL SERVICES	-	-	-	-	8,097	8,097	(8,097)	
SubTotal	$ 181,313	$ 196,870	$ 201,088	$ 182,246	$ 209,190	$ 209,190	$ (8,102)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 667	$ 4,455	$ 9,437	$ 13,522	$ 14,955	14,955	(5,518)	-58%
804 NON-CAPITAL EQUIPMENT	5,375	7,700	7,700	3,831	-	-	7,700	100%
812 OTHER SERVICES	2,453	2,500	2,500	1,293	2,500	2,500	-	0%
820 RENT & OPERATING LEASES	142	300	500	335	500	500	-	0%
825 REPAIRS AND MAINTENANCE	-	120	120	56	120	120	-	0%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	(33)	-	-	-	
839 INTERNAL SERVICE CHARGES	1,849	4,300	4,800	3,022	4,300	4,300	500	10%
842 TRAVEL & EDUCATION	11,873	16,000	5,000	3,132	4,900	4,900	100	2%
843 POSTAGE/FREIGHT/SHIPPING	-	500	1,600	515	900	900	700	44%
SubTotal	$ 22,358	$ 35,875	$ 31,657	$ 25,673	$ 28,175	$ 28,175	$ 3,482	11%
CAPITAL OUTLAY								
Total Expenditures	$ 203,671	$ 232,745	$ 232,745	$ 207,919	$ 237,365	$ 237,365	$ (4,620)	-2%
Operating Balance (Rev. - Exp.)	$ (203,671)	$ (232,745)	$ (232,745)	$ (207,919)	$ (237,365)	$ (237,365)	$ (4,620)	-2%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
040 BOARD OF SUPERVISORS DIST 4

WORKING TITLE	FTE
CHIEF ADMINISTRATOR	1.0
COUNTY SUPERVISOR	1.0
EXECUTIVE SECRETARY - OFFICE MANAGER II	1.0
TOTAL	**3.0**

District 5

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
050 BOARD OF SUPERVISORS DIST 5

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 221,693	$ 15,672	$ -	$ 237,365	$ -
SUB-TOTAL	$ 221,693	$ 15,672	$ -	$ 237,365	$ -
TOTAL FUNDS	$ 221,693	$ 15,672	$ -	$ 237,365	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

050 BOARD OF SUPERVISORS DIST 5

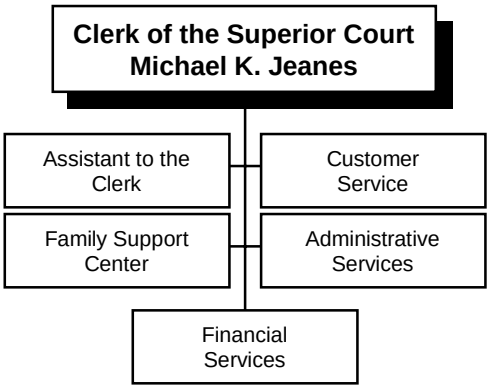
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 144,468	$ 158,773	$ 158,775	$ 156,632	$ 159,366	$ 159,366	$ (591)	0%
705 TEMPORARY PAY	18,483	7,000	12,859	11,369	18,000	18,000	(5,141)	-40%
710 OVERTIME	4,050	-	-	-	-	-	-	
750 FRINGE BENEFITS	33,958	39,962	40,409	39,062	44,327	44,327	(3,918)	-10%
790 OTHER PERSONNEL SERVICES	-	3,000	750	-	-	-	750	100%
SubTotal	$ 200,960	$ 208,735	$ 212,793	$ 207,063	$ 221,693	$ 221,693	$ (8,900)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 2,703	$ 3,000	$ 5,089	$ 5,556	$ 3,000	3,000	2,089	41%
804 NON-CAPITAL EQUIPMENT	3,196	4,000	1,152	2,884	-	-	1,152	100%
812 OTHER SERVICES	3,300	3,310	3,310	1,920	3,310	3,310	-	0%
820 RENT & OPERATING LEASES	433	500	793	557	793	793	-	0%
825 REPAIRS AND MAINTENANCE	-	100	100	48	100	100	-	0%
839 INTERNAL SERVICE CHARGES	2,588	3,000	4,700	3,768	3,000	3,000	1,700	36%
842 TRAVEL & EDUCATION	4,917	9,500	4,078	2,114	4,769	4,769	(691)	-17%
843 POSTAGE/FREIGHT/SHIPPING	-	600	700	627	700	700	-	0%
845 SUPPORT AND CARE OF PERSONS	-	-	30	-	-	-	30	100%
SubTotal	$ 17,137	$ 24,010	$ 19,952	$ 17,474	$ 15,672	$ 15,672	$ 4,280	21%
CAPITAL OUTLAY								
Total Expenditures	$ 218,097	$ 232,745	$ 232,745	$ 224,537	$ 237,365	$ 237,365	$ (4,620)	-2%
Operating Balance (Rev. - Exp.)	$ (218,097)	$ (232,745)	$ (232,745)	$ (224,537)	$ (237,365)	$ (237,365)	$ (4,620)	-2%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
050 BOARD OF SUPERVISORS DIST 5

WORKING TITLE	FTE
BOARD OF SUPERVISORS EXECUTIVE ASSISTANT	0.5
CHIEF ADMINISTRATOR	1.0
COUNTY SUPERVISOR	1.0
EXECUTIVE SECRETARY - OFFICE MANAGER II	1.0
TOTAL	**3.5**

Clerk of Superior Court



Mission

The Mission of the Clerk of the Superior Court (COC) is to provide court related records management, financial, and family support services to the public, the legal community, and the Superior Court so they can have effective access to the legal process.

Vision

We will excel in service to our customers, and innovation in government.

Goals

- By January 2002, the Clerk of the Superior Court will implement a comprehensive development program to ensure adequate staffing resources are available to significantly reduce major process interruptions, handle continually increasing court activity workload, and meet the escalating service delivery expectations of our internal and external customers.
- By July 2002, the Clerk of the Superior Court will realize an increase in overall customer satisfaction over the previous year by expanding public and legal community access to court information and services.
- By July 2002, The Clerk of the Superior Court will implement the initial phase of an electronic document management system to reduce file storage requirements, improve file access, and reduce work processing. Completion of the phase includes replacement of current imaging system, establishing imaging for all active cases, and providing electronic routing and processing.

Issues

- The growing workload demands continue to tax present personnel and facility space resources, resulting in many internal process delays and system breakdowns. Results include high staff turnover rates, particularly in key skill positions; processes dependent on manual efforts require high maintenance to ensure data integrity; and the increasing requirement for facilities to warehouse the continual growth of documentation
- In addition to the workload volume demands in the issue above, internal customer (court) expectations of improved quality, response time, and completeness of information continue to increase (effectively to have COC provide more / better / faster).
- External customer requirements of increased accountability and service have become directives through legislative measures, administrative orders, and federal / state mandates.

Clerk of Superior Court (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CLERK OF THE SUPERIOR COURT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE / TECHNICAL	$ 373,397	$ 81,392	$ 450	$ 455,239	$ -
COURT RECORDS	16,501,179	2,962,168	165,016	19,628,363	5,564,992
FIDUCIARY SERVICES	1,211,306	359,745	5,547	1,576,598	217,567
PUBLIC SERVICES	181,734	12,917	284	194,935	-
ADMINISTRATIVE SERVICES PROGRA	1,461,542	197,229	8,662	1,667,433	36,200
INFORMATION TECHNOLOGY PROGRAM	949,754	252,562	3,348	1,205,664	144,800
UNALLOCATED/INDIRECT COSTS	4,002,582	768,381	31,927	4,802,890	6,706,397
Total	$ 24,681,494	$ 4,634,394	$ 215,234	$ 29,531,122	$ 12,669,956

Key Performance Measures

Program Name: Administrative / Technical Services

Program Purpose: The purpose of the Administrative / Technical Services Program is to provide centralized administrative and technical support services to Clerk's Office divisions and other court departments so they can conduct their business operations in a fiscally responsible manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Improvement in employee turnover rate (Service # 21)	N/A	26	N/A	22

Program Name: Court Records

Program Purpose: The purpose of the Court Record Program is to provide access to the judicial system and related public records to the public, legal community, courts, and County / other governmental agencies so they can pursue legal processes and / or obtain and maintain legal and financial records and information.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Minute Entries completed within established time standards (Service # 01)	N/A	N/A	N/A	30
Percent Items docketed within established time standards (Service # 06)	25	25	N/A	45
Percent Records delivered within established time standards (Service #10)	90	90	N/A	95
Percent Cases microfilmed within established time standards (Service # 33)	100	100	N/A	100

Clerk of Superior Court (Continued)

Program Name: Fiduciary Services

Program Purpose: The purpose of the Fiduciary Services Program is to provide financial account services and fund oversight to the public, legal community, courts and County / other governmental agencies so they can be assured all monies are properly receipted, accounted for, and disbursed.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Remittances processed within established time standards (Service # 31)	47	52	N/A	75
Percent Deposits made within established time standards (Service # 32)	93	94	N/A	96
Percent Reconciliations completed within established time standards (Service # 36)	85	88	N/A	98

Program Name: Public Services

Program Purpose: The purpose of the Public Services Activity is to provide access to the public so they can obtain documentation and information to complete applications for certification or licensing.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Marriage licenses completed within established time standards (Service # 04)	N/A	N/A	N/A	95
Percent Passport applications processed within established time standards (Service # 05)	N/A	N/A	N/A	95
Percent Notary Bond Certificates completed within established time standards (Service # 28)	N/A	N/A	N/A	95
Percent Requests for information completed within established time standards (Service # 17)	N/A	N/A	N/A	95

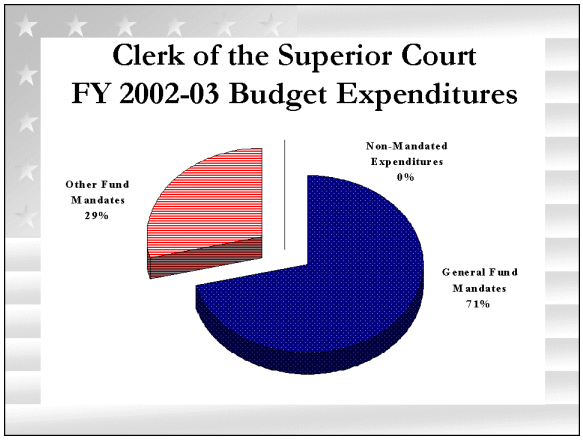
Mandate Consolidated Financial Data

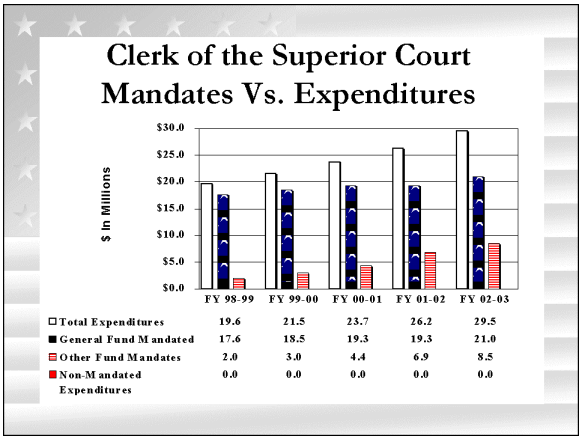
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 17,617,816	$ 1,944,172	$ 19,561,988
FY 1999-00 Actuals	$ 18,499,955	$ 3,049,554	$ 21,549,509
FY 2000-01 Actuals	$ 19,302,059	$ 4,433,863	$ 23,735,922
FY 2001-02 Estimate	$ 19,266,982	$ 6,958,693	$ 26,225,675
FY 2002-03 Adopted Budget	$ 21,020,241	$ 8,510,881	$ 29,531,122

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 17,617,816	$ 1,944,172	$ 19,561,988
FY 1999-00 Actuals	$ 18,499,955	$ 3,049,554	$ 21,549,509
FY 2000-01 Actuals	$ 19,302,059	$ 4,433,863	$ 23,735,922
FY 2001-02 Estimate	$ 19,266,982	$ 6,958,693	$ 26,225,675
FY 2002-03 Adopted Budget	$ 21,020,241	$ 8,510,881	$ 29,531,122

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Clerk of Superior Court (Continued)





Mandate Information

TITLE	Clerk of the Superior Court
AUTHORITY	Arizona Constitution, Article VI, Section 23 – Superior Court Clerk, Arizona Revised Statutes. Supreme Court Administrative Orders. Local Rules.
HISTORY/ BACKGROUND	The Clerk of the Superior Court is an elected office established by the Arizona Constitution, Article VI, Section 23. Prior to 1982, the Clerk of Superior Court was defined as a "county officer." In Laws 1982, Chapter 168, Section 1 amended A.R.S. Section 11-401 to delete the Clerk of the Superior Court from that statute. The duties of Superior Court Clerks was moved to Title 12 which relates to the courts, recognizing the Clerk as a judicial officer. Duties and responsibilities of this Constitutional Office are prescribed in state statute, court rule, and case law. Supreme Court Administrative Order 93-30 provides that the Presiding Judge may prescribe powers and duties of the Clerk of the Court, in addition to those prescribed by the Supreme Court. State law (A.R.S. 12-283) was further amended to clarify the Clerk authority to manage its own staff and operations. The Clerk of the Court's Office serves one of the largest and fastest growing counties in the nation.
MANDATE DESCRIPTION	The Clerk of the Superior Court is mandated to be the official record-keeper of the court and acts as a safeguard and processor of all monies collected. The functions of the Clerk of the Court satisfy more than 500 state statutes and court rules, i.e., provide public access to the records of the Superior Court in Maricopa County; attend each Superior Court session to record the actions of the court; be the first stop in initiating any Superior Court action in civil, criminal, probate, juvenile, tax, or family court matters; collect and disburse court-ordered fees, fines, and victim restitution in an expedient manner; provide various family support services to the public; receive, distribute and preserve official court documents; provide minute entries to all parties in a case; keep a docket of all actions and proceedings; process records in juvenile dependency, delinquency, severance, and adoption cases; process applications for certification to adopt and store these confidential records; issue and record marriage licenses; process passport application; and store exhibits for all court cases.

Clerk of Superior Court (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
160 CLERK OF THE SUPERIOR COURT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 19,650,920	$ 1,316,515	$ 52,806	$ 21,020,241	$ 5,250,000
SPECIAL REVENUE	5,030,574	3,317,879	162,428	8,510,881	7,419,956
SUB-TOTAL	$ 24,681,494	$ 4,634,394	$ 215,234	$ 29,531,122	$ 12,669,956
TOTAL FUNDS	$ 24,681,494	$ 4,634,394	$ 215,234	$ 29,531,122	$ 12,669,956

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

160 CLERK OF THE SUPERIOR COURT

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	1,330,912	105,634	105,634	2,548,378	2,567,634	2,567,634	2,462,000	2331%
620 OTHER INTERGOVERNMENTAL	1,013,763	4,294,068	4,294,068	814,070	1,216,287	1,216,287	(3,077,781)	-72%
635 OTHER CHARGES FOR SERVICES	6,479,960	5,202,998	5,202,998	5,816,348	5,804,661	7,204,661	2,001,663	38%
637 FINES & FORFEITS	3,011,127	1,615,000	1,615,000	3,912,903	1,616,000	1,616,000	1,000	0%
645 INTEREST EARNINGS	-	-	-	31,330	41,954	41,954	41,954	
650 MISCELLANEOUS REVENUE	360,309	40,172	40,172	25,255	23,420	23,420	(16,752)	-42%
Total Revenue	$ 12,196,071	$ 11,257,872	$ 11,257,872	$ 13,148,284	$ 11,269,956	$ 12,669,956	$ 1,412,084	13%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 15,567,802	$ 17,661,864	$ 18,951,523	$ 16,296,064	$ 19,347,683	$ 19,151,852	$ (200,329)	-1%
705 TEMPORARY PAY	180,858	10,955	13,931	241,306	30,087	30,087	(16,156)	-116%
710 OVERTIME	527,024	359,692	219,821	292,038	165,464	165,464	54,357	25%
750 FRINGE BENEFITS	3,459,580	4,464,886	4,559,637	4,239,911	5,365,176	5,056,277	(496,640)	-11%
790 OTHER PERSONNEL SERVICES	24,456	-	-	210,236	-	327,814	(327,814)	
795 PERSONNEL SERVICES ALLOC OUT	(239,618)	(828,729)	(849,014)	(554,189)	(887,117)	(887,117)	38,103	4%
796 PERSONNEL SERVICES ALLOC IN	226,759	828,729	828,729	464,310	753,023	837,117	(8,388)	-1%
SubTotal	$ 19,746,861	$ 22,497,397	$ 23,724,627	$ 21,189,676	$ 24,774,316	$ 24,681,494	$ (956,867)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,672,824	$ 905,838	$ 842,149	$ 863,341	$ 966,431	1,114,593	(272,444)	-32%
803 FUEL	10,450	500	500	10,524	1,200	1,200	(700)	-140%
804 NON-CAPITAL EQUIPMENT	85,471	759,784	737,109	499,041	330,483	356,978	380,131	52%
810 LEGAL SERVICES	12,532	-	-	7,558	12,000	7,558	(7,558)	
811 HEALTH CARE SERVICES	-	-	-	875	-	-	-	
812 OTHER SERVICES	853,513	2,732,002	2,122,291	1,993,425	1,929,168	2,210,102	(87,811)	-4%
820 RENT & OPERATING LEASES	-	-	-	182,565	157,700	249,801	(249,801)	
825 REPAIRS AND MAINTENANCE	591,614	459,272	315,051	380,543	479,493	211,687	103,364	33%
839 INTERNAL SERVICE CHARGES	84,387	102,406	54,548	165,790	106,960	107,460	(52,912)	-97%
842 TRAVEL & EDUCATION	259,218	110,715	86,879	175,471	113,989	74,330	12,549	14%
843 POSTAGE/FREIGHT/SHIPPING	1,362	-	-	315,914	313,562	300,685	(300,685)	
850 UTILITIES	1,593	-	-	802	-	-	-	
SubTotal	$ 3,572,964	$ 5,070,517	$ 4,158,527	$ 4,595,849	$ 4,410,986	$ 4,634,394	$ (475,867)	-11%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	-	-	-	90,150	-	-	-	
920 CAPITAL EQUIPMENT	394,381	376,750	376,750	350,000	50,600	50,000	326,750	87%
930 VEHICLES & CONSTRUCTION EQUIP	21,718	-	-	-	-	-	-	
950 DEBT SERVICE	-	140,000	100,000	-	-	165,234	(65,234)	-65%
SubTotal	$ 416,099	$ 516,750	$ 476,750	$ 440,150	$ 50,600	$ 215,234	$ 261,516	55%
Total Expenditures	$ 23,735,924	$ 28,084,664	$ 28,359,904	$ 26,225,675	$ 29,235,902	$ 29,531,122	$ (1,171,218)	-4%
Operating Balance (Rev. - Exp.)	$ (11,539,853)	$ (16,826,792)	$ (17,102,032)	$ (13,077,391)	$ (17,965,946)	$ (16,861,166)	$ 240,866	1%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
160 CLERK OF THE SUPERIOR COURT

WORKING TITLE	FTE
ACCOUNT SERVICING ANALYST	3.0
ACCOUNT SERVICING SPECIALIST	19.0
ACCOUNTANT - LEAD	1.0
ACCOUNTING CLERK	3.0
ADDITIONS & CORRECTIONS CLERK	3.0

Clerk of Superior Court (Continued)

WORKING TITLE	FTE
ADMINISTRATIVE ASSISTANT	1.0
ADMINISTRATIVE COORDINATOR	3.0
ADMINISTRATIVE RECEPTIONIST	1.0
ADMINISTRATOR, COURT SERVICES	1.0
ADMINISTRATOR, DOCUMENT MANAGEMENT	1.0
ADMINISTRATOR, FAMILY SUPPORT	1.0
ADMINISTRATOR, JUVENILE SERVICES	1.0
ADMINISTRATOR, PUBLIC RECORDS	1.0
APPEALS ASSOCIATE	5.0
APPEALS AUDITOR/TRAINER	1.0
APPEALS POST-CONVICTION RELIEF CLERK	1.0
APPEALS TYPIST	2.0
APPOINTMENT-TRACKING SPECIALIST	12.0
ASSISTANT TO CLERK OF COURT	1.0
ASSOCIATE CLERK, ADMIN SERVICES	1.0
ASSOCIATE CLERK, CUSTOMER SVCS	1.0
ASSOCIATE CLERK, FAMILY SUPPORT SV	1.0
ASSOCIATE CLERK, FINANCIAL SERV	1.0
AUDITOR/TRAINING COORDINATOR	5.0
AUTO DOCKET/CRIMINAL TEAM LEADER	1.0
BUSINESS ANALYST	1.0
CASEWORKER	8.0
CERTIFICATION SPECIALIST	1.0
CHILD SUPPORT REPORTING/TRACKING CLERK	1.0
CIVIL RIGHTS DESK CLERK	2.0
CLERICAL SUPPORT CLERK	2.0
CLERK OF THE COURT	1.0
CLIENT SERVER PROGRAMMER ANALYST	2.0
COLLECTIONS OFFICER I	2.0
COLLECTIONS OFFICER II	2.0
COMMUNICATIONS DIRECTOR	1.0
CONFERENCE OFFICER	15.0
COURT CLERK	1.0
COURT COURIER	7.0
COURTROOM CLERK	185.0
COURTROOM SERVICES TRAINING COORDINATOR	3.0
COURTROOM SERVICES TRANSCRIBER	1.0
CRIMINAL CASE PROJECT MANAGER	1.0
CRIMINAL DIRECT COMPLAINT CLERK	1.0
CRIMINAL FILING COUNTER CLERK	1.0
CRIMINAL JUSTICE INFORMATION & SYSTEMS SPECIALIST	1.0
CRIMINAL SPECIAL ASSIGNMENT ASSOCIATE	1.0
CRIMINAL TEAM ASSOCIATE	2.0
CUSTOMER SERVICE REPRESENTATIVE	12.0
DATA ENTRY SPECIALIST	1.0
DATABASE ADMINISTRATOR	1.0
DEPOSIT CLERK	1.0
DIRECTOR, COURT SERVICES	2.0
DIRECTOR, CUSTOMER RELATIONS	1.0
DIRECTOR, DOCUMENT SERVICES	1.0
DIRECTOR, INFORMATION TECHNOLOGY GROUP	2.0
DIRECTOR, MANAGEMENT RESOURCES	1.0
DISBURSEMENT CLERK	1.0
DISPOSITION CLERK	2.0
DISPOSITION/ABSTRACT CLERK	3.0
DISTRIBUTION CLERK	9.0
DISTRIBUTION TEAM LEADER	1.0
DOCKET AUDITOR/TRAINING COORD	1.0
DOCKET SPECIALIST	20.0
DOCKET SPECIALIST & ASSISTANT SUPERVISOR	1.0
DOCUMENT MANAGEMENT REP I	18.0
DOCUMENT MGMT TRAINING/PROJECT SPEC	1.0
DOCUMENT PREPARATION ASSOCIATE	3.0
DOCUMENT PREPARATION SPECIALIST	1.0
DOMESTIC RELATIONS FILE COUNTER SPECIALIST	2.0
EARLY DISPOSITION CLERK	3.0
EDM PROJECTS SPECIALIST	1.0

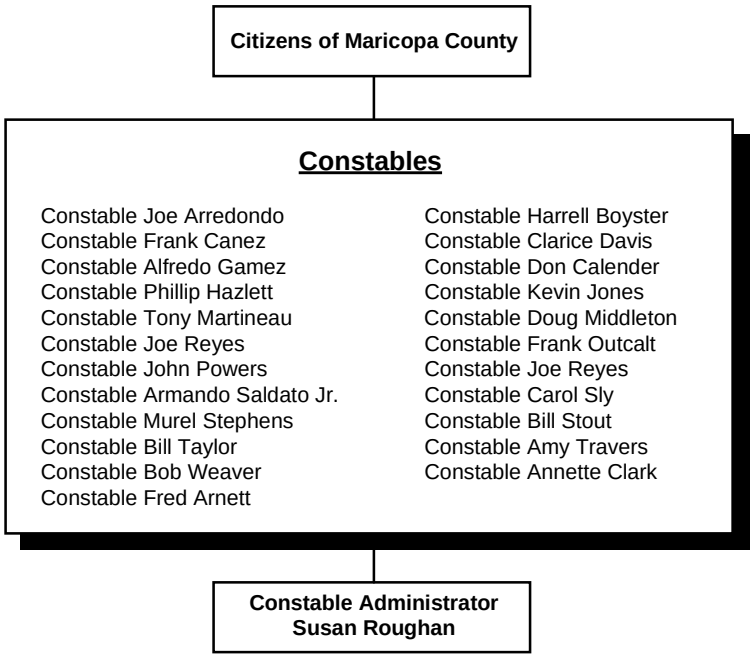
Clerk of Superior Court (Continued)

WORKING TITLE	FTE
ELECTRONIC DOCUMENT MANAGEMENT COORDINATOR	1.0
EMPLOYEE RELATIONS SPECIALIST	1.0
EXHIBITS ASSOCIATE	12.0
EXHIBITS GROUP LEADER	1.0
EXHIBITS TEAM LEADER	1.0
FAMILY COURT FILE COUNTER SPECIALIST	1.0
FILE COUNTER SPECIALIST-FAMILY COURT	9.0
FILE MAINTENANCE ASSOCIATE	1.0
FILE ROOM ASSOCIATE	32.5
FILE ROOM ASSOCIATE-EV	0.5
FILE ROOM COURIER	1.0
FILING COUNTER SPECIALIST	10.0
FILING COUNTER SPECIALIST - CIVIL	4.0
FILING COUNTER SPECIALIST-PROBATE	2.0
FINANCIAL ANALYST I	1.0
FINANCIAL BUSINESS COORDINATOR	2.0
FINANCIAL SERVICES ADMINISTRATOR	1.0
GRAND JURY CLERK	4.0
INFORMATION SPECIALIST	10.0
INMATE CORRESPONDENCE SPECIALIST	1.0
IT DATABASE ADMINISTRATOR	1.0
ITG HELP DESK COORDINATOR	1.0
JUVENILE OFFICE ASSOCIATE	18.0
LEAD LAN ADMINISTRATOR	1.0
LICENSE SERVICES ASSOCIATE	7.0
MAILROOM ASSOCIATE	3.0
MANAGER, ACCOUNTING OPERATIONS	1.0
MANAGER, APPLICATIONS	1.0
MANAGER, APPLICATIONS SUPPORT	1.0
MANAGER, COURTROOM SERVICES	8.0
MANAGER, CRIMINAL FINANCIAL OBLIGATIONS	1.0
MANAGER, MICROCOMPUTER TECHNOLOGY	1.0
MANAGER, OFFICE STAFF	1.0
MANAGER, TRAINING & PROJECT MANAGEMENT	1.0
MANAGER,CENTRALIZED SERVICES	1.0
MICROGRAPHIC TEAM LEADER	1.0
NOVELL NETWORK ADMINISTRATOR	1.0
NT ADMINISTRATOR	1.0
OPERATIONS TEAM LEADER	1.0
PAYROLL COORDINATOR	2.0
PC SOFTWARE TECHNICIAN	3.0
PC SUPPORT SPECIALIST	2.0
PERSONNEL ASSISTANT	1.0
PROBATE DOCUMENT CLERK	2.0
PROCUREMENT COORDINATOR	1.0
PRODUCTION CONTROL ANALYST	2.0
PROGRAM ASSISTANT	2.0
PROGRAMMER ANALYST	1.0
PROGRAMMER ANALYST TRAINEE	1.0
PROJECT MANAGER	4.0
PROJECT SPECIALIST	1.0
PUBLIC AFFAIRS OFFICER	1.0
PUBLIC RECORDS ASSOCIATE	14.0
PUBLIC RECORDS SPECIALIST	1.0
QUALITY ASSURANCE ANALYST	1.0
QUALITY ASSURANCE AUDITOR	1.0
QUALITY REVIEW/TRAINING COORDINATOR	1.0
RECEPTIONIST, EXPEDITED SERVICES	1.0
RECORDS AUDITOR	2.0
RECORDS PROCESSOR	13.0
SECURITY/TELECOMMUNICATIONS COORDINATOR	1.0
SOFTWARE APPLICATION SPECIALIST	1.0
SOFTWARE SUPPORT SPECIALIST	1.0
SPECIAL PROJECTS RECORDS PROCESSOR	7.0
SUN/UNIX SYSTEMS ADMINISTRATOR	1.0
SUPERVISOR, APPEALS/DISPOSITION CLERKS	1.0
SUPERVISOR, CIVIL DOCKET/FILING COUNTER	1.0

Clerk of Superior Court (Continued)

WORKING TITLE	FTE
SUPERVISOR, COLLECTIONS	1.0
SUPERVISOR, COURT SERVICES	2.0
SUPERVISOR, COURTROOM CLERKS	1.0
SUPERVISOR, DOCKET SERVICES/CRIMINAL FILE COUNTER	1.0
SUPERVISOR, DOMESTIC RELATIONS FILE COUNTER	1.0
SUPERVISOR, EXHIBITS/CLASS MATERIAL	1.0
SUPERVISOR, EXPEDITED SERVICES	2.0
SUPERVISOR, FILE COUNTER	1.0
SUPERVISOR, FILE DELIVERY	1.0
SUPERVISOR, FILE MAINTENANCE	1.0
SUPERVISOR, FINANCIAL SERVICES	1.0
SUPERVISOR, JUVENILE OFFICE STAFF	1.0
SUPERVISOR, LICENSE SERVICES	1.0
SUPERVISOR, MAILROOM	1.0
SUPERVISOR, PAYROLL/PERSONNEL	1.0
SUPERVISOR, PUBLIC RECORDS	2.0
SUPERVISOR, SOUTHEAST COURT OPERATIONS	1.0
SUPERVISOR, SOUTHEAST FAMILY SUPPORT	1.0
SUPERVISOR, SUPPORT SERVICES ORDERS	1.0
SUPERVISOR,DOCUMENT SERVICES	1.0
SUPERVISOR,FILE ROOM EVENING	1.0
SUPPORT SERVICES FINANCE	1.0
SUPPORT SERVICES RESEARCH SPEC	1.0
SUPPORT SERVICES SPECIALIST	16.0
SYSTEM CONSULTANT	1.0
TEAM LEADER	1.0
TEAM LEADER/QUALITY CONTROL CLERK	1.0
TRADES GENERALIST	1.0
TRADES LEAD	1.0
TRAINING ASSISTANT	1.0
TRAINING CONSULTANT	2.0
TRUST DEPOSIT CLERK	1.0
VOICE COMMUNICATION COORDINATOR	1.0
WAGE ASSIGNMENT SPECIALIST	3.0
TOTAL	**674.0**

Constables



Mission

The mission of the Constables is to provide execution of mandated civil and criminal processes to citizens of Maricopa County so they can receive timely, cost effective and professional service.

Goals

- By FY 02, the Office of the Constables will be able to train, compensate and retain enough personnel in order to meet the growing demands and needs of increasing population and demographics.
- By FY 04, the Constables will be fully automated, enabling the interface of court records and documents, ensuring accountability for services and fees.
- By FY 02, the Constables will increase revenues received from mandated service fees by the addition of surcharges in order to offset increasing operational costs and while maintaining the current level of service.
- By FY 02, the Constables Administrator will certify that each Constable has received the Arizona Peace Officer Standards and Training (AZPOST) mandated 24 hour Civil Process Training and will develop an additional eight hours of annual in-service training.

Issues

- Continuing change in population and demographics determines where, how, and when Constables Office services may be provided and at what cost with available personnel.
- The anticipated improvements in various technology formats will improve the ability of the Office of the Constable to improve accountability for services and fees.
- Increasing operational cost due to mandated services, without increasing resources will decrease the department's ability to provide professional and timely service.

Constables (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CONSTABLES
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMM/PUBLIC RELATIONS PROG.	$ 303,243	$ 7,023	$ -	$ 310,266	$ 220,002
SERVICE OF PROCESS	967,455	2,325	-	969,780	879,998
ADMINISTRATIVE SERVICES PROGRA	199,471	20,942	-	220,413	-
INFORMATION TECHNOLOGY PROGRAM	-	-	-	-	-
UNALLOCATED/INDIRECT COSTS	46,033	26,751	-	72,784	-
Total	$ 1,516,202	$ 57,041	$ -	$ 1,573,243	$ 1,100,000

Key Performance Measures

Program Name: Community/Public Relations Program

Program Purpose: The purpose of the Community/Public relations Program is to provide/share information, resources and assistance to local community, general public and private agencies so they can better address their specific needs.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Of public/private organizations receive information and assistance within specified time requested	0	0	N/A	98

Program Name: Service of Process

Program Purpose: The purpose of the Service of Process Program is to provide the distribution of court documents to public and governmental agencies so they can proceed with litigation.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Writs of Restitution are served within five working days	0	0	N/A	3
Writs of Execution are served withing sixty days of issue	0	0	N/A	40

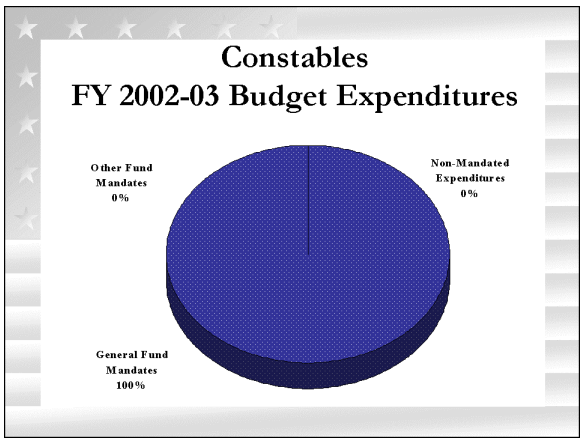
Constables (Continued)

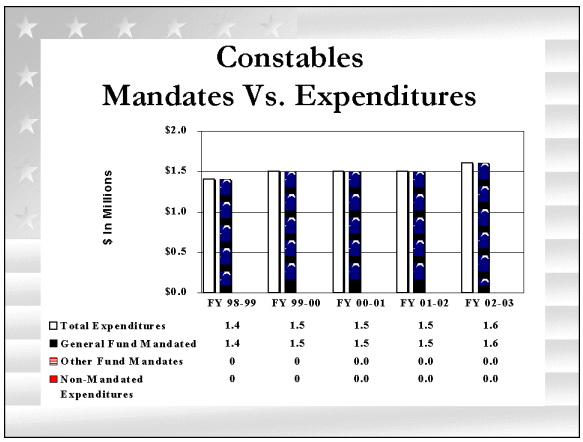
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,438,872	$ 1,438,872
FY 1999-00 Actuals	$ 1,473,894	$ 1,473,894
FY 2000-01 Actuals	$ 1,482,054	$ 1,482,054
FY 2001-02 Estimate	$ 1,517,989	$ 1,517,989
FY 2002-03 Adopted Budget	$ 1,573,243	$ 1,573,243

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,438,872	$ 1,438,872
FY 1999-00 Actuals	$ 1,473,894	$ 1,473,894
FY 2000-01 Actuals	$ 1,482,054	$ 1,482,054
FY 2001-02 Estimate	$ 1,517,989	$ 1,517,989
FY 2002-03 Adopted Budget	$ 1,573,243	$ 1,573,243

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Constables
AUTHORITY	A.R.S. § 22-101 Justice Precincts; A.R.S. § 22-102 Officers and Term of Office; A.R.S. § 22-131 Powers and Duties; A.R.S. § 22-132 Expenses
HISTORY/ BACKGROUND	The Constables were among the original elected County officers. The law provides for establishment of Justice precincts in each county. The officers of a justice precinct are the Justice of the Peace and the Constable. The Board of Supervisors can establish, change or abolish justice precincts, but cannot abolish them until the end of the term of the Justice of the Peace and Constable. The Board of Supervisors sets Constables' salaries within specific ranges according to the number of registered voters in the precincts (A.R.S. § 11-424.01).
MANDATE DESCRIPTION	The Constables are mandated to: 1) Attend Justice Courts when required. 2) Execute, serve and return all processes and notices directed or delivered to them by a Justice of the Peace of the county or by other competent authority.

Constables (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
250 CONSTABLES

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,516,202	$ 57,041	$ -	$ 1,573,243	$ 1,100,000
SUB-TOTAL	$ 1,516,202	$ 57,041	$ -	$ 1,573,243	$ 1,100,000
TOTAL FUNDS	$ 1,516,202	$ 57,041	$ -	$ 1,573,243	$ 1,100,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

250 CONSTABLES

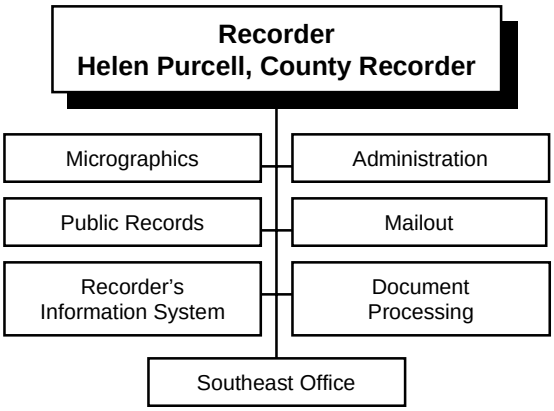
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	619,842	509,872	1,100,000	1,100,000	1,100,000	1,100,000	-	0%
637 FINES & FORFEITS	251	-	-	-	-	-	-	
Total Revenue	$ 620,092	$ 509,872	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,178,822	$ 1,224,324	$ 1,224,322	$ 1,220,030	$ 1,229,144	$ 1,229,061	$ (4,739)	0%
705 TEMPORARY PAY	9,573	10,221	10,221	10,171	10,283	-	10,221	100%
710 OVERTIME	11,130	2,160	2,160	-	-	-	2,160	100%
750 FRINGE BENEFITS	201,098	221,466	221,478	227,120	249,971	252,376	(30,898)	-14%
790 OTHER PERSONNEL SERVICES	174	-	-	-	2,732	34,765	(34,765)	
SubTotal	$ 1,400,797	$ 1,458,171	$ 1,458,181	$ 1,457,321	$ 1,492,130	$ 1,516,202	$ (58,021)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,870	$ 6,179	$ 5,219	$ 3,100	$ 3,100	3,100	2,119	41%
803 FUEL	25,524	25,168	24,118	22,878	22,878	22,878	1,240	5%
804 NON-CAPITAL EQUIPMENT	145	-	-	-	-	-	-	
812 OTHER SERVICES	3,931	4,545	4,545	1,000	2,533	1,079	3,466	76%
825 REPAIRS AND MAINTENANCE	-	-	-	1,000	1,000	1,000	(1,000)	
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	(453)	(452)	-	-	
839 INTERNAL SERVICE CHARGES	25,959	26,150	21,050	21,919	21,919	21,919	(869)	-4%
842 TRAVEL & EDUCATION	19,827	3,740	740	11,224	18,840	7,065	(6,325)	-855%
843 POSTAGE/FREIGHT/SHIPPING	-	17,313	17,313	-	-	-	17,313	100%
SubTotal	$ 81,257	$ 83,095	$ 72,985	$ 60,668	$ 69,818	$ 57,041	$ 15,944	22%
CAPITAL OUTLAY								
Total Expenditures	$ 1,482,054	$ 1,541,266	$ 1,531,166	$ 1,517,989	$ 1,561,948	$ 1,573,243	$ (42,077)	-3%
Operating Balance (Rev. - Exp.)	$ (861,961)	$ (1,031,394)	$ (431,166)	$ (417,989)	$ (461,948)	$ (473,243)	$ (42,077)	-10%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
250 CONSTABLES

WORKING TITLE	FTE
ADMINISTRATIVE COORDINATOR I	1.0
CONSTABLE	23.0
DEPUTY CONSTABLE	4.0
PROCESS SERVER	2.0
TOTAL	**30.0**

Recorder



Mission

The mission of the Recorders Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Vision

Our vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Goals

- Increase the percentage of recording and retrieval of documents by individual citizens by 20% by 2004.
- Increase the percentage of recording and retrievals of documents from offsite locations by corporate clients by 25% by 2003.
- By 2001, have a plan in place to selectively block information from public viewing and to inform the public of our policies. Implement the plan by 2002.
- Reduce the complaints about the need to visit multiple County offices by 50% by 2002.
- Input legal descriptions, parcel #s and addresses on all recordings and make that data available to the public in a searchable format by 2005.
- Reduce the space needed for document storage by 50% by 2004.

Issues

- Our sprawling population demanding easier commutes for recording and access to records will challenge the department to develop satellite facilities over the next few years.
- The customers' demand to accept digital signatures in lieu of handwritten signatures on recorded documents will challenge the Department's ability to set up security and authenticity procedures needed to verify the digital signature.
- The public demand for exclusion of personal data from the Internet versus the requirement that recording be public will need a creative solution.

Recorder (Continued)

- For the convenience of the public, we need to create an adequate floor plan encompassing representatives from the Assessor and Treasurer, making the office customer friendly, and eliminating the need for customers to go from floor to floor.
- With customer expectations rising, the department will need the ability and workforce to deliver more data, increasing the usefulness of the information to the customer.
- Storage of records will become an internal issue due to the scarcity of storage space, creating the need for an external plan coordinated with the State Archivist and for new legislation.
- Pressure by customers for streamlined information will require more communication and sharing of information between the Recorder's, Assessor's and Treasurer's Offices.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
RECORDER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
RECORDER'S PROGRAM	$ 1,187,774	$ 884,490	$ -	$ 2,072,264	$ -
ADMINISTRATIVE SERVICES PROGRA	374,148	10,006	-	384,154	-
INFORMATION TECHNOLOGY PROGRAM	1,640,210	2,001,427	335,000	3,976,637	-
UNALLOCATED/INDIRECT COSTS	43,808	139,615	-	183,423	11,644,388
Total	$ 3,245,940	$ 3,035,538	$ 335,000	$ 6,616,478	$ 11,644,388

Key Performance Measures

Program Name: Recorder's Program

Program Purpose: The purpose of the Recorders program is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
The percentage of documents presented over the counter which are recorded on the same day	100	100	100	100
Percentage of documents recorded returned within ten business days	0	0	29.51	90
The percentage of documents presented for scanning which are scanned by the end of the next day	0	0	100	100
The percentage of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours	0	0	99.88	99.5

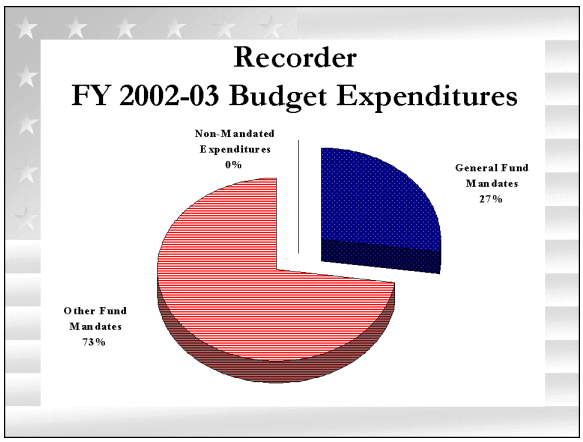
Recorder (Continued)

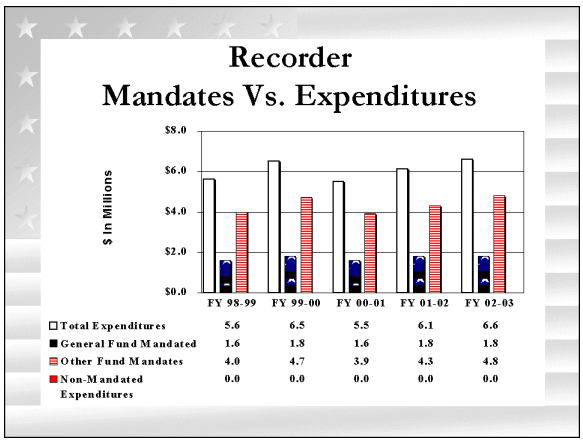
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 1,612,556	$ 3,946,633	$ 5,559,189
FY 1999-00 Actuals	$ 1,771,304	$ 4,703,406	$ 6,474,710
FY 2000-01 Actuals	$ 1,609,897	$ 3,870,543	$ 5,480,440
FY 2001-02 Estimate	$ 1,838,424	$ 4,315,997	$ 6,154,421
FY 2002-03 Adopted Budget	$ 1,870,954	$ 4,745,524	$ 6,616,478

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 1,612,556	$ 3,946,633	$ 5,559,189
FY 1999-00 Actuals	$ 1,771,304	$ 4,703,406	$ 6,474,710
FY 2000-01 Actuals	$ 1,609,897	$ 3,870,543	$ 5,480,440
FY 2001-02 Estimate	$ 1,838,424	$ 4,315,997	$ 6,154,421
FY 2002-03 Adopted Budget	$ 1,870,954	$ 4,745,524	$ 6,616,478

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Office Of The County Recorder
AUTHORITY	A.R.S. §§ 11-461 through 11-483 County Recorder.
HISTORY/ BACKGROUND	The Office of the County Recorder and its records date back to 1871 during the territorial days. However, the office, duties, powers, and qualifications of the County Recorder as they exist today were created in 1910 by Article XII § 3 of the State Constitution.
MANDATE DESCRIPTION	The Recorder is mandated to record, index, and preserve certain documents as a permanent public record. The recorder is also required to register all voters, maintain voter registration rolls and perform election-related duties.

Recorder (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
360 RECORDER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,544,261	$ 326,693	$ -	$ 1,870,954	$ 8,000,000
SPECIAL REVENUE	1,701,679	2,708,845	335,000	4,745,524	3,644,388
SUB-TOTAL	$ 3,245,940	$ 3,035,538	$ 335,000	$ 6,616,478	$ 11,644,388
TOTAL FUNDS	$ 3,245,940	$ 3,035,538	$ 335,000	$ 6,616,478	$ 11,644,388

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

360 RECORDER

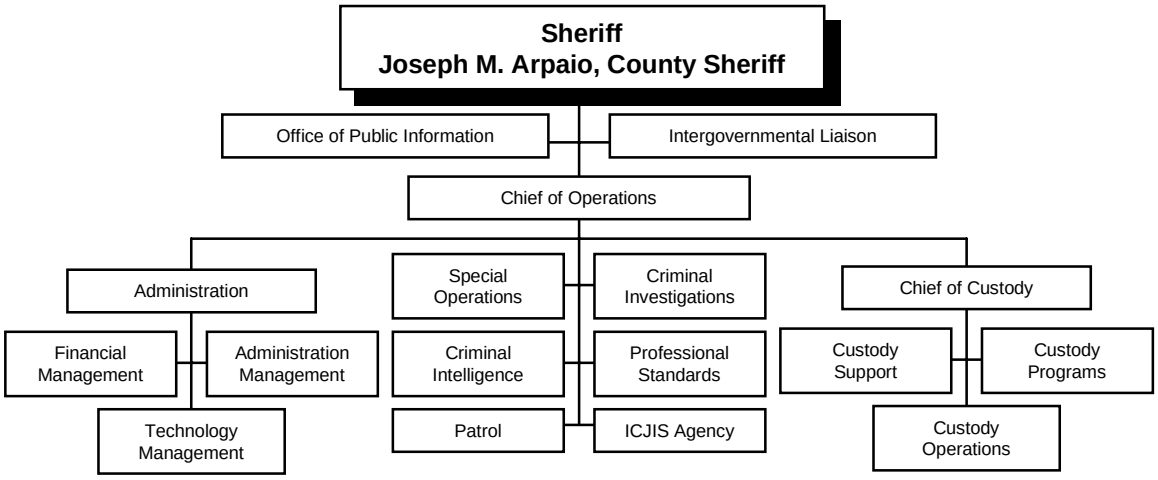
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	11,659,381	9,472,800	10,961,313	13,378,138	9,509,800	10,773,800	(187,513)	-2%
645 INTEREST EARNINGS	-	-	-	92,671	111,588	111,588	111,588	
650 MISCELLANEOUS REVENUE	1,043,379	901,839	909,868	820,298	759,000	759,000	(150,868)	-17%
Total Revenue	$ 12,702,760	$ 10,374,639	$ 11,871,181	$ 14,291,107	$ 10,380,388	$ 11,644,388	$ (226,793)	-2%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,073,513	$ 2,439,093	$ 2,779,018	$ 2,388,421	$ 2,533,949	$ 2,524,102	$ 254,916	9%
705 TEMPORARY PAY	12,998	-	-	112,636	7,684	7,684	(7,684)	
710 OVERTIME	57,941	46,145	37,007	34,162	20,000	20,000	17,007	46%
750 FRINGE BENEFITS	411,517	560,413	609,038	534,144	712,739	686,154	(77,116)	-13%
790 OTHER PERSONNEL SERVICES	820	8,000	8,000	14,456	8,000	8,000	-	0%
SubTotal	$ 2,556,789	$ 3,053,651	$ 3,433,063	$ 3,083,819	$ 3,282,372	$ 3,245,940	$ 187,123	5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 539,701	$ 1,410,687	$ 1,410,687	$ 1,587,249	$ 1,850,778	1,850,778	(440,091)	-31%
802 MEDICAL SUPPLIES	-	-	-	152	-	-	-	
804 NON-CAPITAL EQUIPMENT	252,388	575,000	575,000	165,619	160,000	160,000	415,000	72%
810 LEGAL SERVICES	84	-	-	-	-	-	-	
812 OTHER SERVICES	774,012	1,120,154	740,742	711,461	638,207	638,207	102,535	14%
820 RENT & OPERATING LEASES	22,286	25,400	25,400	21,407	5,400	5,400	20,000	79%
825 REPAIRS AND MAINTENANCE	126,026	83,660	83,660	78,354	108,750	108,750	(25,090)	-30%
839 INTERNAL SERVICE CHARGES	41,231	10,100	10,100	13,600	11,400	11,400	(1,300)	-13%
842 TRAVEL & EDUCATION	31,628	210,850	210,850	31,949	69,850	69,850	141,000	67%
843 POSTAGE/FREIGHT/SHIPPING	1,333	235,000	235,000	229,620	189,653	189,653	45,347	19%
850 UTILITIES	1,156	1,850	1,850	1,242	1,500	1,500	350	19%
890 LOSS ON FIXED ASSETS	-	-	-	(121)	-	-	-	
SubTotal	$ 1,789,845	$ 3,672,701	$ 3,293,289	$ 2,840,532	$ 3,035,538	$ 3,035,538	$ 257,751	8%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	1,133,808	410,000	410,000	230,070	335,000	335,000	75,000	18%
SubTotal	$ 1,133,808	$ 410,000	$ 410,000	$ 230,070	$ 335,000	$ 335,000	$ 75,000	18%
Total Expenditures	$ 5,480,442	$ 7,136,352	$ 7,136,352	$ 6,154,421	$ 6,652,910	$ 6,616,478	$ 519,874	7%
Operating Balance (Rev. - Exp.)	$ 7,222,318	$ 3,238,287	$ 4,734,829	$ 8,136,686	$ 3,727,478	$ 5,027,910	$ 293,081	6%

Recorder (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 360 RECORDER WORKING TITLE	FTE
ACCOUNTING TECHNICIAN II	1.0
ADMINISTRATIVE ASSISTANT III	2.0
ADMINISTRATIVE COORDINATOR	1.0
ADMINISTRATIVE COORDINATOR III	1.0
COMPUTER OPERATOR III	2.0
COMPUTER SYSTEM OPERATIONS MANAGER I	1.0
DATABASE ADMINISTRATOR	1.0
EXECUTIVE SECRETARY - OFFICE MANAGER II	1.0
INFORMATION SYSTEMS DIRECTOR	1.0
INTEGRATED SYSTEMS DESIGN ANALYST II	1.0
INTERNET PROGRAMER ANALYST	1.0
LAN SUPPORT ADMINISTRATOR	1.0
LEAD COMPUTER OPERATOR	1.0
LEAD INTEGRATED SYSTEM DESIGN ANALYST	1.0
LEAD PROGRAMMER-ANALYST	1.0
LEAD SYSTEMS PROGRAMMER	1.0
MICROGRAPHIC TECHNICIAN	2.0
OFFICE SUPERVISOR II	3.0
PRODUCTION CONTROL ANALYST	1.0
PROJECT LEADER	1.0
PROJECT MANAGER	3.0
PROJECT MANAGER, APPLICATIONS	1.0
RECORDER	1.0
RECORDER CHIEF DEPUTY	1.0
RECORDING SUPERVISOR	1.0
RECORDS PROCESSOR	30.8
SENIOR CLIENT SERVER PROGRAMER	1.0
SENIOR COMPUTER OPERATOR	1.0
SENIOR PROGRAMMER ANALYST	3.0
SYSTEMS SOFTWARE CONSLTNT	1.0
WEB AUTHOR	1.0
TOTAL	**69.8**

Sheriff's Office



Mission

The mission of the Maricopa County Sheriff's Office (MCSO) is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in our community.

Goals

- By FY 2004, Maricopa County Sheriff's Office will achieve 100% staffing of current Detention positions and 85% of support staff positions, while maintaining Enforcement staff levels. Additionally, all required positions for opening the new jail will be hired, trained and ready to report according to established schedules.
- Based on baseline data to be available in Spring 2003, reduce the response time to Priority 1 calls over the next 2-5 years in areas served by Maricopa County Sheriff's Office through innovative detention (jail intelligence and crimes unit) and enforcement strategies.
- Based on baseline data to be available in Spring 2003, increase the clearance rate for violent crimes over next 2-5 years through innovative investigation, Enforcement and Detention (jail intelligence and crimes unit) strategies.
- Within the next 2 fiscal years, the MCSO will reduce work -related injuries and illnesses from FY 2002 levels.
- Within the next 4 fiscal years, the MCSO will significantly reduce identified criminal activity in response to neighborhood requests and concerns, such as: Drug activity; prostitution activity; mall patrol; animal abuse; DUI task force; and selected traffic environment.
- The Sheriff's Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.
- To the extent County funding is made available, within the next 3 fiscal years, the MCSO competitiveness of its compensation and benefits packages for all classifications will be increased from FY 2002 levels so they become within 10% of regional law enforcement average.

Sheriff's Office (Continued)

Issues

- MCSO pay and benefits are less than those of other law enforcement agencies. As a result, MCSO has experienced difficulty in recruiting and retaining a qualified workforce, which could affect our ability to staff new jail facilities, maintain safety and security in jail facilities, reduce crime, and contain liability exposure.
- The MCSO's desire to provide high quality service that meets the needs and expectations of our citizens sometimes seems at odds with County management's policies and funding decisions. This has resulted in political in-fighting and a rising concern that we cannot meet the demands and needs of the citizens.
- The MCSO is challenged to maintain and constantly improve its technical skills and tools in order to keep pace with evolving technical sophistication with corresponding law enforcement agencies.
- Operation Homeland Security (following the terrorist attacks of September 11, 2001) has increased expectations for MCSO to provide traditional and non-traditional services within its current budget appropriation.
- As new jail facilities come on line over the next decade, a 40% increase in jail population will require a substantial increase in staff (60-80%) and ancillary services.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
SHERIFF
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CUSTODY MANAGEMENT	$ 1,241,928	$ 25,429	$ -	$ 1,267,357	$ -
CENTRALIZED MCSO OPERATIONS	5,594,131	1,631,805	292,163	7,518,099	61,702
COMMUNITY SERVICES	1,100,067	78,570	-	1,178,637	-
ENFORCEMENT	16,789,727	1,177,854	-	17,967,581	3,148,537
INVESTIGATIVE	10,524,991	614,438	-	11,139,429	531,324
ADMINISTRATIVE SERVICES PROGRA	1,573,123	215,783	-	1,788,906	239,512
INFORMATION TECHNOLOGY PROGRAM	630,130	190,721	-	820,851	53,340
UNALLOCATED/INDIRECT COSTS	15,428,998	6,560,258	139,251	22,128,507	5,120,157
Total	$ 52,883,095	$ 10,494,858	$ 431,414	$ 63,809,367	$ 9,154,572

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
SHERIFF DETENTION
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COST ABATEMENT	$ 2,786,994	$ 1,778,390	$ -	$ 4,565,384	$ -
CUSTODY MANAGEMENT	48,697,215	4,788,668	1,719,782	55,205,665	15,221,687
COMMUNITY SERVICES	1,192,764	8,515	-	1,201,279	-
INMATE SERVICES	6,244,432	8,203,217	753,441	15,201,090	9,510,624
UNALLOCATED/INDIRECT COSTS	4,538	77,573	165,000	247,111	56,800
Total	$ 58,925,943	$ 14,856,363	$ 2,638,223	$ 76,420,529	$ 24,789,111

Key Performance Measures

Program Name: Centralized Mcso Operations

Program Purpose: The purpose of the Centralized MCSO Operations is to provide a qualified and productive workforce (detention, enforcement and civilian), legal and loss prevention services to Sheriff's Command staff so they can achieve their goals in compliance with all legal standards.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Employee Performance Enhancement - Percent of employees that meet performance standards	N/A	N/A	99	99
Percent of retirement packets prepared for the boards within one month of hire date	N/A	N/A	88.73	95

Program Name: Community Services

Program Purpose: The purpose of the Community Services Program is to provide crime prevention information to the general public and increase public involvement so that they can be more aware of public safety issues and can better protect themselves from criminal elements.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of volunteer cost vs. compensated deputy cost for public safety services	N/A	N/A	6	6

Program Name: Cost Abatement

Program Purpose: The purpose of the Cost Abatement Program is to provide inmate labor services to MCSO and various agencies so that they can provide necessary services at a reduced or no cost to the public.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of meal cost subsidized by donated food	N/A	N/A	N/A	40
Percent of total labor costs at no cost to the County	N/A	N/A	100	100

Program Name: Custody Management

Program Purpose: The purpose of the Custody Management Program is to provide a safe and secure environment to inmates and Maricopa County Sheriff's Office staff so that the inmates can be properly and expeditiously processed through the system.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of inmates who make their appointment	N/A	N/A	100	100

Sheriff's Office (Continued)

Program Name: Enforcement

Program Purpose: The purpose of the Enforcement Program is to provide law enforcement response and preventative services to the general public within Maricopa County so that they feel safe and secure in the community.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of arrests completed in compliance with pertinent laws	N/A	N/A	N/A	100
Percent of requested missions completed	N/A	N/A	92	92.7
Percent of zero injury incidents	N/A	N/A	100	100
Percent of incidents that are resolved within acceptable standards	N/A	N/A	N/A	100
Percent of incidents where MCSO employees are injured while using new equipment	N/A	N/A	0	0

Program Name: Inmate Services

Program Purpose: The purpose of the Inmate Services Program is to provide mandated programs -- education, behavior modification, and health -- and other services to inmates so that they can gain basic skills and knowledge to become more productive members of society.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of program graduates that do not return to jail within two years	N/A	N/A	83.75	N/A
Percent of juvenile inmates participating in Hard Knocks High	N/A	N/A	94	94

Program Name: Investigative

Program Purpose: The purpose of the Investigative Program is to provide investigative reports and evidence collection services for prosecuting agencies so the prosectuion has sufficient information to decide legal actions.

Key Results: None Reported

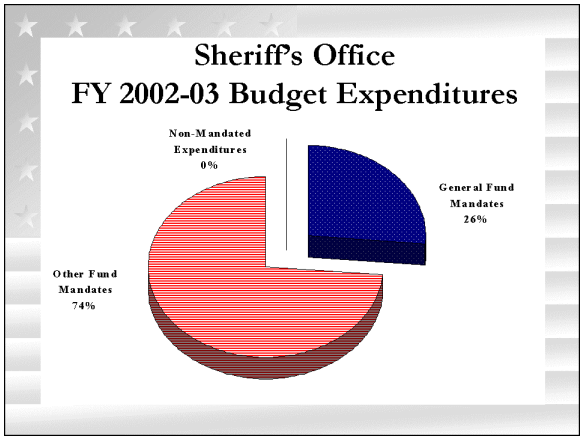
Mandate Consolidated Financial Data

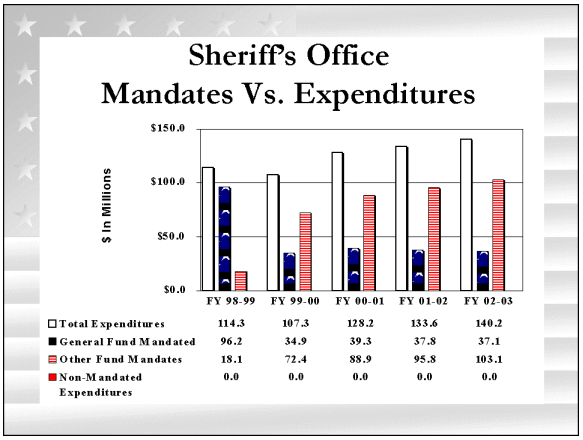
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 96,210,610	$ 15,233,122	$ 2,806,315	$ 114,250,047
FY 1999-00 Actuals	$ 34,873,554	$ 72,446,126	$ -	$ 107,319,680
FY 2000-01 Actuals	$ 39,261,813	$ 88,924,310	$ -	$ 128,186,123
FY 2001-02 Estimate	$ 37,767,028	$ 94,485,790	$ 1,299,061	$ 133,551,879
FY 2002-03 Adopted Budget	$ 37,139,909	$ 101,384,205	$ 1,705,782	$ 140,229,896

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 96,210,610	$ 15,233,122	$ 2,806,315	$ 114,250,047
FY 1999-00 Actuals	$ 34,873,554	$ 72,446,126	$ -	$ 107,319,680
FY 2000-01 Actuals	$ 39,261,813	$ 88,924,310	$ -	$ 128,186,123
FY 2001-02 Estimate	$ 37,767,028	$ 94,485,790	$ 1,299,061	$ 133,551,879
FY 2002-03 Adopted Budget	$ 37,139,909	$ 101,384,205	$ 1,705,782	$ 140,229,896

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Sheriff's Office (Continued)





Mandate Information

TITLE	Sheriff's Office – Chief Law Enforcement Officer for the County
AUTHORITY	A.R.S §11-441 Powers and duties; A.R.S. §11-444 Expenses of sheriff as county charge; expense fund; A.R.S. §31-101, Common jails; duty of sheriff; use of jails; A.R.S. §31-121, Duty of Sheriff to receive and provide for prisoners; contracts for furnishing food; city or town prisoners; employment; A.R.S. §31-122; Receiving and keeping federal prisoners; Hart v. Hill amended Judgement; Arnold v. Sarn; Prop 102 Juvenile/Adult Special Education; A.R.S § 15-913.01 Juvenile Education; A.R.S §36-3701 to 36-3716, Sexually Violent Persons.
HISTORY/ BACKGROUND	The Primary focus for the Sheriff's law enforcement activities has been the unincorporated areas of the County and those cities and towns that contract for service. The population of the unincorporated areas has grown as quickly as Phoenix, Tempe and other large cities. The changing characteristics of that population affect the demand for service. The Sheriff has called on his Reserve Officers and the Posse members, which numbers over 3,000, to assist in the keeping the citizens of Maricopa County safe. The County jail population has grown steadily over the years. The 1981 Hart v. Hill judgement placed more stringent standards on housing of pre-sentenced prisoners.
MANDATE DESCRIPTION	The Sheriff as the Chief Law Enforcement Officer for the county shall preserve the peace. Arrest and take before a magistrate all persons suspected of committing crimes. "Prevent or suppress all affrays, breaches of peace, riots, and insurrections which may come to the knowledge of the Sheriff." Provide security in Superior Court when requested by the presiding judge. Serve Processes. "Take charge of and keep the county jail, including a county jail under the jurisdiction of a county jail district, and the prisoner therein." Receive all persons committed by competent authority and provide food, clothing, and bedding at cost to the county. May charge cities and town for inmates detained solely for violations of city or town ordinances. Accept federal prisoners, and the Sheriff may obtain reimbursement from the federal government. Transport and maintain prisoners for appearance as witnesses.

Sheriff's Office (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
SHERIFF

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 32,971,166	$ 3,876,580	$ 292,163	$ 37,139,909	$ 4,094,415
SPECIAL REVENUE	78,837,872	21,474,641	1,071,692	101,384,205	29,849,268
CAPITAL PROJECTS	-	-	1,705,782	1,705,782	-
SUB-TOTAL	$ 111,809,038	$ 25,351,221	$ 3,069,637	$ 140,229,896	$ 33,943,683
TOTAL FUNDS	$ 111,809,038	$ 25,351,221	$ 3,069,637	$ 140,229,896	$ 33,943,683

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

SHERIFF

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	71,425	-	-	48,700	53,970	53,970	53,970	
615 GRANTS	4,752,393	5,471,639	8,858,762	6,395,456	5,219,265	6,706,367	(2,152,395)	-24%
620 OTHER INTERGOVERNMENTAL	15,131,180	21,732,810	21,732,810	18,187,152	17,633,897	17,934,302	(3,798,508)	-17%
635 OTHER CHARGES FOR SERVICES	3,226,178	-	-	372,007	440,572	416,682	416,682	
638 PATIENT SERVICE REVENUE	68,960	60,000	60,000	64,958	68,896	68,896	8,896	15%
645 INTEREST EARNINGS	-	-	-	68,697	47,200	47,200	47,200	
650 MISCELLANEOUS REVENUE	6,416,449	5,916,200	5,921,756	7,919,815	9,007,948	8,716,266	2,794,510	47%
680 TRANSFERS IN	77,145	-	-	-	-	-	-	
Total Revenue	$ 29,743,730	$ 33,180,649	$ 36,573,328	$ 33,056,785	$ 32,471,748	$ 33,943,683	$ (2,629,645)	-7%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 81,793,898	$ 80,605,768	$ 83,707,699	$ 84,797,898	$ 83,519,605	$ 86,789,556	$ (3,081,857)	-4%
705 TEMPORARY PAY	758,644	815,824	692,037	581,439	737,037	608,274	83,763	12%
710 OVERTIME	5,889,849	3,002,570	3,022,762	1,490,028	2,972,052	1,387,403	1,635,359	54%
750 FRINGE BENEFITS	17,456,960	21,197,701	20,586,257	20,727,676	23,742,267	23,079,640	(2,493,383)	-12%
790 OTHER PERSONNEL SERVICES	223,540	3,674,695	4,942,628	3,387,198	2,330,340	1,874,629	3,067,999	62%
795 PERSONNEL SERVICES ALLOC OUT	(13,669,328)	(16,392,699)	(14,235,894)	(14,265,539)	(15,576,178)	(15,449,560)	1,213,666	9%
796 PERSONNEL SERVICES ALLOC IN	13,014,431	15,835,621	13,678,815	13,176,009	15,019,135	13,519,096	159,719	1%
SubTotal	$ 105,467,994	$ 108,739,480	$ 112,394,304	$ 109,894,709	$ 112,744,258	$ 111,809,038	$ 585,266	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 7,840,442	$ 7,385,002	$ 8,190,011	$ 9,677,839	$ 11,900,176	11,523,648	(3,333,637)	-41%
802 MEDICAL SUPPLIES	59,424	77,190	70,590	55,817	50,896	50,896	19,694	28%
803 FUEL	1,520,517	1,443,160	1,443,160	1,239,802	1,167,338	1,131,858	311,302	22%
804 NON-CAPITAL EQUIPMENT	1,148,721	292,417	292,417	476,782	3,996,925	430,492	(138,075)	-47%
810 LEGAL SERVICES	95,366	40,700	84,618	122,335	64,360	64,360	20,258	24%
811 HEALTH CARE SERVICES	18,559	89,710	88,920	7,328	206,488	209,432	(120,512)	-136%
812 OTHER SERVICES	3,157,589	3,421,433	4,131,079	1,826,800	3,636,639	2,761,704	1,369,375	33%
820 RENT & OPERATING LEASES	2,912,036	1,689,776	1,997,663	1,705,806	2,437,335	2,629,694	(632,031)	-32%
825 REPAIRS AND MAINTENANCE	2,048,344	1,565,750	1,546,947	1,721,470	1,523,605	1,523,605	23,342	2%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	19,689	-	-	-	
839 INTERNAL SERVICE CHARGES	539,388	3,875,959	3,875,959	3,636,789	3,735,692	3,465,860	410,099	11%
842 TRAVEL & EDUCATION	1,050,944	842,048	832,149	797,838	1,181,228	693,228	138,921	17%
843 POSTAGE/FREIGHT/SHIPPING	218,750	56,487	56,384	465,358	511,459	571,899	(515,515)	-914%
845 SUPPORT AND CARE OF PERSONS	53,922	8,864	6,664	14,850	-	-	6,664	100%
850 UTILITIES	296,050	106,998	199,782	306,714	294,545	294,545	(94,763)	-47%
SubTotal	$ 20,960,052	$ 20,895,494	$ 22,816,343	$ 22,075,217	$ 30,706,686	$ 25,351,221	$ (2,534,878)	-11%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	81,326	9,592	9,592	18,381	3,978,325	1,819,782	(1,810,190)	-18872%
920 CAPITAL EQUIPMENT	1,640,400	221,860	221,860	273,468	6,870,585	662,897	(441,037)	-199%
930 VEHICLES & CONSTRUCTION EQUIP	18,308	122,000	122,000	1,248	269,038	136,048	(14,048)	-12%
950 DEBT SERVICE	18,051	591,000	591,000	1,195,378	806,207	450,910	140,090	24%
SubTotal	$ 1,758,085	$ 944,452	$ 944,452	$ 1,488,475	$ 11,924,155	$ 3,069,637	$ (2,125,185)	-225%
Total Expenditures	$ 128,186,131	$ 130,579,426	$ 136,155,099	$ 133,458,401	$ 155,375,099	$ 140,229,896	$ (4,074,797)	-3%
Operating Balance (Rev. - Exp.)	$ (98,442,401)	$ (97,398,777)	$ (99,581,771)	$ (100,401,616)	$ (122,903,351)	$ (106,286,213)	$ (6,704,442)	-7%

Sheriff's Office (Continued)

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
500 SHERIFF

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 32,971,166	$ 3,876,580	$ 292,163	$ 37,139,909	$ 4,094,415
SPECIAL REVENUE	19,911,929	6,618,278	139,251	26,669,458	5,060,157
SUB-TOTAL	$ 52,883,095	$ 10,494,858	$ 431,414	$ 63,809,367	$ 9,154,572
TOTAL FUNDS	$ 52,883,095	$ 10,494,858	$ 431,414	$ 63,809,367	$ 9,154,572

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

500 SHERIFF

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	71,425	-	-	48,700	53,970	53,970	53,970	
615 GRANTS	3,560,504	4,410,255	6,911,413	4,665,132	4,109,919	5,043,757	(1,867,656)	-27%
620 OTHER INTERGOVERNMENTAL	-	3,014,810	3,014,810	3,067,001	3,148,132	3,448,537	433,727	14%
635 OTHER CHARGES FOR SERVICES	3,226,178	-	-	372,007	440,572	416,682	416,682	
645 INTEREST EARNINGS	-	-	-	12,457	400	400	400	
650 MISCELLANEOUS REVENUE	434,637	216,200	221,756	479,738	482,908	191,226	(30,530)	-14%
680 TRANSFERS IN	77,145	-	-	-	-	-	-	
Total Revenue	$ 7,369,889	$ 7,641,265	$ 10,147,979	$ 8,645,035	$ 8,235,901	$ 9,154,572	$ (993,407)	-10%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 38,050,600	$ 37,000,323	$ 39,695,261	$ 39,854,584	$ 40,483,889	$ 40,672,231	$ (976,970)	-2%
705 TEMPORARY PAY	522,528	581,990	501,718	434,667	501,718	462,924	38,794	8%
710 OVERTIME	2,882,113	2,381,533	2,227,201	1,069,068	2,176,759	892,820	1,334,381	60%
750 FRINGE BENEFITS	8,231,686	8,959,735	9,177,694	9,199,204	10,586,100	10,126,324	(948,630)	-10%
790 OTHER PERSONNEL SERVICES	115,566	2,449,529	2,936,362	1,581,434	822,426	822,427	2,113,935	72%
795 PERSONNEL SERVICES ALLOC OUT	(13,045,880)	(14,551,022)	(12,455,416)	(12,725,321)	(13,768,444)	(13,612,727)	1,157,311	9%
796 PERSONNEL SERVICES ALLOC IN	13,014,431	14,551,022	12,394,216	12,100,827	13,734,536	13,519,096	(1,124,880)	-9%
SubTotal	$ 49,771,044	$ 51,373,110	$ 54,477,036	$ 51,514,463	$ 54,536,984	$ 52,883,095	$ 1,593,941	3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 2,388,843	$ 1,967,571	$ 3,619,092	$ 2,444,148	$ 3,736,260	2,939,240	679,852	19%
802 MEDICAL SUPPLIES	17,274	39,218	32,618	18,613	22,640	22,640	9,978	31%
803 FUEL	1,519,511	886,675	876,938	926,855	802,826	722,763	154,175	18%
804 NON-CAPITAL EQUIPMENT	847,572	242,417	242,417	405,402	197,778	172,230	70,187	29%
810 LEGAL SERVICES	93,283	39,300	83,218	123,137	63,660	63,660	19,558	24%
811 HEALTH CARE SERVICES	10,836	7,180	6,390	3,056	-	17	6,373	100%
812 OTHER SERVICES	1,027,953	857,522	1,239,750	730,959	1,330,859	2,031,641	(791,891)	-64%
820 RENT & OPERATING LEASES	1,961,179	1,503,811	1,572,751	1,343,182	2,114,767	2,055,035	(482,284)	-31%
825 REPAIRS AND MAINTENANCE	1,359,711	989,199	975,591	1,034,850	1,198,628	1,198,628	(223,037)	-23%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	19,689	-	-	-	
839 INTERNAL SERVICE CHARGES	533,137	642,161	642,161	501,629	422,449	422,449	219,712	34%
842 TRAVEL & EDUCATION	696,343	793,538	785,738	773,264	893,780	654,780	130,958	17%
843 POSTAGE/FREIGHT/SHIPPING	8,574	35,006	34,904	58,562	54,848	54,848	(19,944)	-57%
845 SUPPORT AND CARE OF PERSONS	873	8,396	6,196	777	-	-	6,196	100%
850 UTILITIES	112,651	75,803	74,703	143,428	156,927	156,927	(82,224)	-110%
SubTotal	$ 10,577,740	$ 8,087,797	$ 10,192,467	$ 8,527,551	$ 10,995,422	$ 10,494,858	$ (302,391)	-3%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	77,993	-	-	-	-	-	-	
920 CAPITAL EQUIPMENT	1,382,658	96,000	96,000	273,468	115,500	-	96,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	18,308	70,000	70,000	1,248	72,800	-	70,000	100%
950 DEBT SERVICE	-	591,000	591,000	1,195,378	792,207	431,414	159,586	27%
SubTotal	$ 1,478,959	$ 757,000	$ 757,000	$ 1,470,094	$ 980,507	$ 431,414	$ 325,586	43%
Total Expenditures	$ 61,827,743	$ 60,217,907	$ 65,426,503	$ 61,512,108	$ 66,512,913	$ 63,809,367	$ 1,617,136	2%
Operating Balance (Rev. - Exp.)	$ (54,457,854)	$ (52,576,642)	$ (55,278,524)	$ (52,867,073)	$ (58,277,012)	$ (54,654,795)	$ 623,729	1%

Sheriff's Office (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 500 SHERIFF WORKING TITLE	FTE
ACCOUNTANT I	9.0
ACCOUNTANT II	6.0
ACCOUNTANT III	1.0
ACCOUNTANT IV	1.0
ADMINISTRATIVE ASSISTANT I	17.0
ADMINISTRATIVE ASSISTANT II	23.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATIVE COORDINATOR I	3.0
ADMINISTRATIVE COORDINATOR II	7.0
ADMINISTRATIVE COORDINATOR III	10.0
ADMINISTRATIVE COORDINATOR IV	4.0
ADMINISTRATIVE COORDINATOR V	8.0
ADMINISTRATIVE COORDINATOR VI	6.0
ADMINISTRATIVE/OFFICE SUPPORT MANAGER	1.0
ADMINISTRATOR I	9.0
ADMINISTRATOR II	1.0
ADMINISTRATOR III	3.0
AFIS SUPERVISOR	3.0
AVIATION MECHANIC	2.0
BUSINESS ANALYST LEAD	1.0
CAPTAIN	19.0
CENTRAL STORE DISTRIBUTOR	1.0
CHIEF ARCHITECT	1.0
CHIEF AVIATION MECHANIC	1.0
CHIEF FINANCIAL OFFICER	1.0
CHIEF INFORMATION OFFICER	1.0
CHIEF OPERATIONS	1.0
CLERK III	4.0
CLERK IV	1.0
CLIENT SERVER PROGRAMMER ANALYST-LEAD	3.0
COMMUNICATIONS DIVISION MANAGER	1.0
COMMUNICATIONS OPERATIONS MANAGER	1.0
COMMUNITY RELATIONS COORDINATOR	1.0
COMPUTER OPERATIONS MANAGER	1.0
COMPUTER OPERATOR	7.0
COMPUTER OPERATOR-SENIOR	3.0
COUNSELOR III	1.0
CRIME LAB ANALYST I	7.0
CRIME LAB ANALYST II	4.0
DATA ADMINISTRATOR	1.0
DEPUTY CHIEF	3.0
DEPUTY SHERIFF	413.0
DETENTION IDENTIFICATION TECHNICIAN	2.0
DETENTION OFFICER	97.5
DETENTION OFFICER CAPTAIN	3.0
DETENTION OFFICER LIEUTENANT	6.0
DETENTION OFFICER SERGEANT	12.0
DIRECTOR	1.0
DISTRIBUTION PROGRAMMER ANALYST-LEAD	1.0
ELECTRONIC SURVEILLANCE SPECIALIST	2.0
FACILITIES PROJECT COORDINATOR II	1.0
FINANCIAL MANAGEMENT ANALYST	1.0
FINANCIAL SERVICES ADMINISTRATOR III	1.0
FINGERPRINT ANALYST	9.0
FINGERPRINT UNIT MANAGER	1.0
GIS DATA MANAGER	1.0
HELP DESK COORDINATOR	1.0
INFORMATION SYSTEMS HELP DESK COORDINATOR - SENIOR	1.0
INVENTORY CONTROL MANAGER	2.0

Sheriff's Office (Continued)

WORKING TITLE	FTE
INVESTIGATOR SUPERVISOR	5.0
IT CONSULTANT	1.0
LAN SUPPORT ADMINISTRATOR	2.0
LEAD BUSINESS SYSTEMS ANLYST	1.0
LIEUTENANT	30.0
MAINFRAME PROGRAMMER/ANALYST	3.0
MAJOR	2.0
MANAGEMENT ANALYST IV	1.0
MATERIALS HANDLING SPECIALIST	2.0
MECHANIC II	2.0
MEDIA PRODUCTION SPECIALIST	1.0
MICRO TECH MGR	1.0
PC SUPPORT SPECIALIST	6.0
PC TECH SUPPORT	2.0
PC/OFFICE MANAGER	1.0
PILOT	2.0
POLICY ANALYST	1.0
POLYGRAPH EXAMINER	3.0
POLYGRAPH EXAMINER SUPERVISOR	1.0
PRODUCTION CONTROL ANALYST	2.0
PROGRAM ANALYST	2.0
PROGRAMMER	1.0
PROJECT MANAGER	2.0
PSYCHOLOGIST I	2.0
PUBLIC SAFETY ANSWERING POINT COORDINATOR	1.0
PUBLIC SAFETY COMMUNICATION SYSTEMS MANAGER	1.0
SECRETARY	2.0
SERGEANT	71.0
SERVICE WORKER I	1.0
SERVICE WORKER III	1.0
SHERIFF	1.0
SHERIFF CHIEF DEPUTY	1.0
SHERIFF'S EXECUTIVE ASSISTANT	1.0
SHERIFF'S FUND ADMINISTRATOR	4.0
SHERIFF'S PROPERTY CUSTODIAN	5.0
SHERIFF'S PSYCHOLOGY ASSISTANT	1.0
SHERIFF'S RECORD CLERK I	41.0
SHERIFF'S RECORD CLERK II	6.0
SHERIFF'S RECORD CLERK III	8.0
SYSTEM ANALYST	1.0
SYSTEM ANALYST - LEAD	2.0
SYSTEM PROGRAM MANAGER	4.0
SYSTEM SUPPORT SPECIALIST	1.0
SYSTEMS PROGRAMMER - LEAD	2.0
SYSTEMS SOFTWARE CONSLTNT	1.0
TELECOMMUNICATIONS OPERATOR	35.0
TELECOMMUNICATIONS SHIFT SUPERVISOR	4.0
TELECOMMUNICATIONS TECHNICIAN	1.0
WEB DEVELOPER	1.0
TOTAL	**1,007.5**

Sheriff's Office (Continued)

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
510 SHERIFF DETENTION

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	58,925,943	14,856,363	932,441	74,714,747	24,789,111
CAPITAL PROJECTS	-	-	1,705,782	1,705,782	-
SUB-TOTAL	$ 58,925,943	$ 14,856,363	$ 2,638,223	$ 76,420,529	$ 24,789,111
TOTAL FUNDS	$ 58,925,943	$ 14,856,363	$ 2,638,223	$ 76,420,529	$ 24,789,111

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

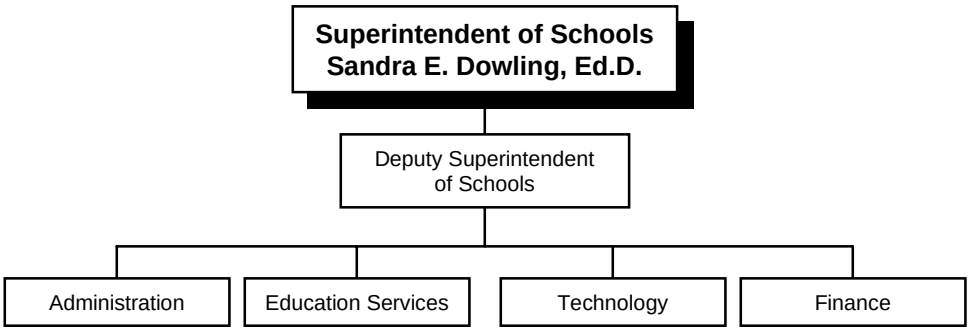
510 SHERIFF DETENTION

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	1,191,889	1,061,384	1,947,349	1,730,324	1,109,346	1,662,610	(284,739)	-15%
620 OTHER INTERGOVERNMENTAL	15,131,180	18,718,000	18,718,000	15,120,151	14,485,765	14,485,765	(4,232,235)	-23%
638 PATIENT SERVICE REVENUE	68,960	60,000	60,000	64,958	68,896	68,896	8,896	15%
645 INTEREST EARNINGS	-	-	-	56,240	46,800	46,800	46,800	
650 MISCELLANEOUS REVENUE	5,981,812	5,700,000	5,700,000	7,440,077	8,525,040	8,525,040	2,825,040	50%
Total Revenue	$ 22,373,841	$ 25,539,384	$ 26,425,349	$ 24,411,750	$ 24,235,847	$ 24,789,111	$ (1,636,238)	-6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 43,743,298	$ 43,605,445	$ 44,012,438	$ 44,943,314	$ 43,035,716	$ 46,117,325	$ (2,104,887)	-5%
705 TEMPORARY PAY	236,116	233,834	190,319	146,772	235,319	145,350	44,969	24%
710 OVERTIME	3,007,736	621,037	795,561	420,960	795,293	494,583	300,978	38%
750 FRINGE BENEFITS	9,225,274	12,237,966	11,408,563	11,528,472	13,156,167	12,953,316	(1,544,753)	-14%
790 OTHER PERSONNEL SERVICES	107,974	1,225,166	2,006,266	1,805,764	1,507,914	1,052,202	954,064	48%
795 PERSONNEL SERVICES ALLOC OUT	(623,448)	(1,841,677)	(1,780,478)	(1,540,218)	(1,807,734)	(1,836,833)	56,355	3%
796 PERSONNEL SERVICES ALLOC IN	-	1,284,599	1,284,599	1,075,182	1,284,599	-	1,284,599	100%
SubTotal	$ 55,696,950	$ 57,366,370	$ 57,917,268	$ 58,380,246	$ 58,207,274	$ 58,925,943	$ (1,008,675)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,451,599	$ 5,417,431	$ 4,570,919	$ 7,233,691	$ 8,163,916	8,584,408	(4,013,489)	-88%
802 MEDICAL SUPPLIES	42,150	37,972	37,972	37,204	28,256	28,256	9,716	26%
803 FUEL	1,006	556,485	566,222	312,947	364,512	409,095	157,127	28%
804 NON-CAPITAL EQUIPMENT	301,149	50,000	50,000	71,380	3,799,147	258,262	(208,262)	-417%
810 LEGAL SERVICES	2,083	1,400	1,400	(802)	700	700	700	50%
811 HEALTH CARE SERVICES	7,723	82,530	82,530	4,272	206,488	209,415	(126,885)	-154%
812 OTHER SERVICES	2,129,636	2,563,911	2,891,329	1,095,841	2,305,780	730,063	2,161,266	75%
820 RENT & OPERATING LEASES	950,857	185,965	424,912	362,624	322,568	574,659	(149,747)	-35%
825 REPAIRS AND MAINTENANCE	688,633	576,551	571,356	686,620	324,977	324,977	246,379	43%
839 INTERNAL SERVICE CHARGES	6,251	3,233,798	3,233,798	3,135,160	3,313,243	3,043,411	190,387	6%
842 TRAVEL & EDUCATION	354,601	48,510	46,411	24,574	287,448	38,448	7,963	17%
843 POSTAGE/FREIGHT/SHIPPING	210,176	21,481	21,480	406,796	456,611	517,051	(495,571)	-2307%
845 SUPPORT AND CARE OF PERSONS	53,049	468	468	14,073	-	-	468	100%
850 UTILITIES	183,399	31,195	125,079	163,286	137,618	137,618	(12,539)	-10%
SubTotal	$ 10,382,312	$ 12,807,697	$ 12,623,876	$ 13,547,666	$ 19,711,264	$ 14,856,363	$ (2,232,487)	-18%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	3,333	9,592	9,592	18,381	3,978,325	1,819,782	(1,810,190)	-18872%
920 CAPITAL EQUIPMENT	257,742	125,860	125,860	-	6,755,085	662,897	(537,037)	-427%
930 VEHICLES & CONSTRUCTION EQUIP	-	52,000	52,000	-	196,238	136,048	(84,048)	-162%
950 DEBT SERVICE	18,051	-	-	-	14,000	19,496	(19,496)	
SubTotal	$ 279,126	$ 187,452	$ 187,452	$ 18,381	$ 10,943,648	$ 2,638,223	$ (2,450,771)	-1307%
Total Expenditures	$ 66,358,388	$ 70,361,519	$ 70,728,596	$ 71,946,293	$ 88,862,186	$ 76,420,529	$ (5,691,933)	-8%
Operating Balance (Rev. - Exp.)	$ (43,984,547)	$ (44,822,135)	$ (44,303,247)	$ (47,534,543)	$ (64,626,339)	$ (51,631,418)	$ (7,328,171)	-17%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 510 SHERIFF DETENTION WORKING TITLE	FTE
ACCOUNT CLERK III	2.5
ACCOUNTANT I	1.0
ADMINISTRATIVE ASSISTANT I	24.0
ADMINISTRATIVE ASSISTANT II	50.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATIVE COORDINATOR I	8.0
ADMINISTRATIVE COORDINATOR II	1.0
ADMINISTRATIVE COORDINATOR III	7.0
ADMINISTRATIVE COORDINATOR IV	4.0
ADMINISTRATIVE COORDINATOR VI	1.0
ADMINISTRATIVE/OFFICE SUPPORT MANAGER	2.0
ADMINISTRATOR I	1.0
ADMINISTRATOR II	1.0
CANTEEN ADMINISTRATOR	1.0
CAPTAIN	2.0
CHAPLAIN SUPV	1.0
CHIEF OF CUSTODY	1.0
CLERK III	1.0
COUNSELOR III	3.0
DEPUTY CHIEF	1.0
DEPUTY SHERIFF	146.0
DETENTION DIRECTOR	2.0
DETENTION OFFICER	933.5
DETENTION OFFICER CAPTAIN	6.0
DETENTION OFFICER LIEUTENANT	30.0
DETENTION OFFICER MAJOR	2.0
DETENTION OFFICER SERGEANT	90.0
DETENTION SPECIAL EDUCATION TEACHER	9.0
DIETITIAN II	1.0
EDUCATION COORDINATOR	1.0
FOOD SERVICE COORDINATOR	3.0
FOOD SERVICE CREW LEADER	21.0
FOOD SERVICE MANAGER	1.0
FOOD SERVICE SUPERVISOR	13.0
INMATE CLASSIFICATION COUNSELOR I	21.0
INMATE CLASSIFICATION COUNSELOR II	3.0
INMATE CLASSIFICATION COUNSELOR III	3.0
INMATE PHONE MANAGER	1.0
INSTITUTIONAL CHAPLAIN	3.0
LEGAL ASSISTANT	5.0
LEGAL SECRETARY	1.0
LIBRARIAN	1.0
LIBRARY SENIOR ASSISTANT	1.0
LIEUTENANT	2.0
PROG PROV MGR	1.0
SECRETARY	1.0
SERGEANT	6.0
SERVICE WORKER IV	12.0
SHERIFF'S DELIVERY DRIVER II	2.0
SHERIFF'S DELIVERY DRIVER III	1.0
SHERIFF'S DELIVERY DRIVER SUPERVISOR	1.0
SHERIFF'S LAUNDRY MANAGER	1.0
SHERIFF'S LEGAL CLERK II	1.0
TEACHER'S AIDE	3.0
TEACHER'S ASSISTANT	7.5
TELECOMMUNICATIONS TECHNICIAN	1.0
TOTAL	**1,450.5**

Superintendent of Schools



Mission

The mission of the Superintendent of Schools (MCSOS) is to provide fiscal and educational services to school districts and the community so they can ensure that students receive the best possible education in order to meet the challenges of tomorrow.

Vision

The Superintendent of Schools will provide cost-effective leadership and support services to school districts and the community to ensure that students meet their future educational challenges and become contributing members of society.

Goals

- By July 2002, each employee's performance plan will be aligned with the MCSOS mission and include an individual growth plan, resulting in a 30% increase in employee satisfaction ratings on internal employee surveys.
- By December 2001, MCSOS will develop a comprehensive technology plan that will identify current and future school district and internal technology needs.
- By December 2001, MCSOS will develop and implement a public relations strategy that will provide to the community, school district, and other government agencies, an awareness of programs and services available through MCSOS.
- By January 2002, MCSOS will develop and implement a small schools administration program that will support the educational and administrative needs of the small and rural school districts.
- By January 2002, MCSOS will identify and develop training courses in each functional area to provide school district personnel with information necessary to serve the needs of their staff and students.

Issues

- Without qualified staff and state of the art systems, we cannot deliver support and direction needed by the school districts.
- Poor internal communications and lack of adequate training leads to low morale, perceived pay inequities, and lack of understanding of their role in fulfilling department mission and goals.
- Lack of adequate resources results in an inability to meet the needs of the small and rural school districts.
- Lack of community and school districts' awareness of the services available through the County Superintendent of Schools' office, results in students not receiving the full benefits of the educational opportunities available to them.

Superintendent of Schools (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
SUPERINTENDENT OF SCHOOLS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SCHOOLS	$ 1,317,475	$ 132,307	$ -	$ 1,449,782	$ 153,050
ADMINISTRATIVE SERVICES PROGRAM	89,007	-	-	89,007	-
INFORMATION TECHNOLOGY PROGRAM	14,835	-	-	14,835	-
UNALLOCATED/INDIRECT COSTS	90,838	3,881	2,850	97,569	-
Total	$ 1,512,155	$ 136,188	$ 2,850	$ 1,651,193	$ 153,050

Key Performance Measures

Program Name: Schools

Program Purpose: The purpose of the schools program is to provide fiscal and education services to school districts and the community so that students receive quality education.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customers who report good/excellent service on semi-annual survey	0	75	94	85
Percent of customers reporting good or excellent service on the semi-annual survey	0	0	94	85

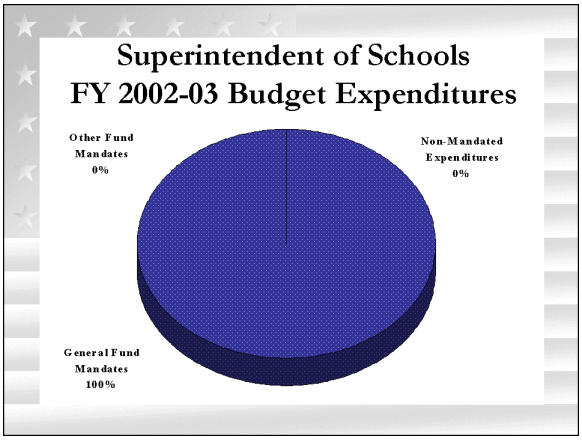
Mandate Consolidated Financial Data

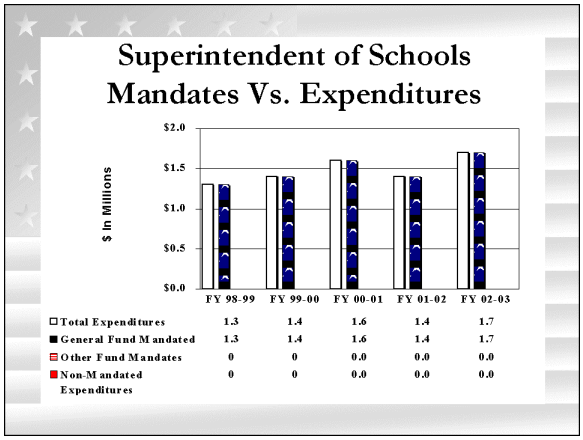
Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,288,460	$ 1,288,460
FY 1999-00 Actuals	$ 1,372,766	$ 1,372,766
FY 2000-01 Actuals	$ 1,573,130	$ 1,573,130
FY 2001-02 Estimate	$ 1,426,911	$ 1,426,911
FY 2002-03 Adopted Budget	$ 1,651,193	$ 1,651,193

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,288,460	$ 1,288,460
FY 1999-00 Actuals	$ 1,372,766	$ 1,372,766
FY 2000-01 Actuals	$ 1,573,126	$ 1,573,126
FY 2001-02 Estimate	$ 1,436,000	$ 1,436,000
FY 2002-03 Adopted Budget	$ 1,651,193	$ 1,651,193

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Superintendent of Schools (Continued)





Mandate Information

TITLE	Superintendent of Schools
AUTHORITY	A.R.S. §11-511 Powers And Duties; A.R.S. §15-301-§15-310 Local Governance Of Schools-County School Superintendent.
HISTORY/ BACKGROUND	The County Superintendent of Schools is an elected officer of the county. The first County School Superintendent in Maricopa County was elected in 1871.
MANDATE DESCRIPTION	Distribute all laws, reports, circulars, instructions and forms received for the use of school officers. Record all official acts. Appoint governing board members of school districts to fill all vacancies for the remaining portion of the term. Make reports, when directed by the superintendent of public instruction, showing matters relating to schools in his county as may be required on the forms furnished by the superintendent of public instruction, including a yearly report indicating the amount of monies received from state school funds, special school district taxes and other sources, the total expenditures for school purposes and the balance on hand to the credit of each school district at the close of the school year. Contracts with the Board of Supervisors to conduct all regular school district elections. Be responsible, in cooperation with the governing boards and the Board of Supervisors, for all special school district elections. Maintain teacher and administrator certification records of effective dates and expiration dates of teachers' and administrators' certificates in compliance with state guidelines. Adhere to the uniform system of financial records and accounting procedures proscribed by the Superintendent of Public Instruction and the State Auditor General and, for those school districts for which the county school superintendent is the fiscal agent, draw warrants on the County Treasurer for all necessary expenses against the school funds of the districts. Keep a register of warrants showing the funds upon which the warrants have been drawn. May provide educational services of an accommodation school using the facilities of the accommodation school or school district and determine the per student cost of such services which shall be reimbursed by the school district. File in writing with the governing board of each school district in the county and the Board of Supervisors an estimate of the amount of school moneys required by each school district for the ensuing year, including: student count; total amount to be reviewed for each school district from the county school fund and the special county school reserve fund; ending cash balance from the previous year; anticipated interest earnings; and an estimate of additional amounts needed for each school district from the primary property tax and secondary property tax. Notify a school district

Superintendent of Schools (Continued)

three years before the expiration of a revenue control limit override that the school district's budget must be adjusted in the final two years of the override if the voters do not approve another override. Provide assistance to school districts and charter schools on the use of student data, staff development, curriculum alignment and technology to improve student performance. Assist schools in meeting yearly adequate progress goals as defined by criteria established by the state board of education and implemented by the department of education. Designated as a local education service agency eligible to receive and spend local, state and federal monies to provide programs and services to school districts and charter schools within the county.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
370 SUPERINTENDENT OF SCHOOLS

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,512,155	$ 136,188	$ 2,850	$ 1,651,193	$ 153,050
SUB-TOTAL	$ 1,512,155	$ 136,188	$ 2,850	$ 1,651,193	$ 153,050
TOTAL FUNDS	$ 1,512,155	$ 136,188	$ 2,850	$ 1,651,193	$ 153,050

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

370 SUPERINTENDENT OF SCHOOLS

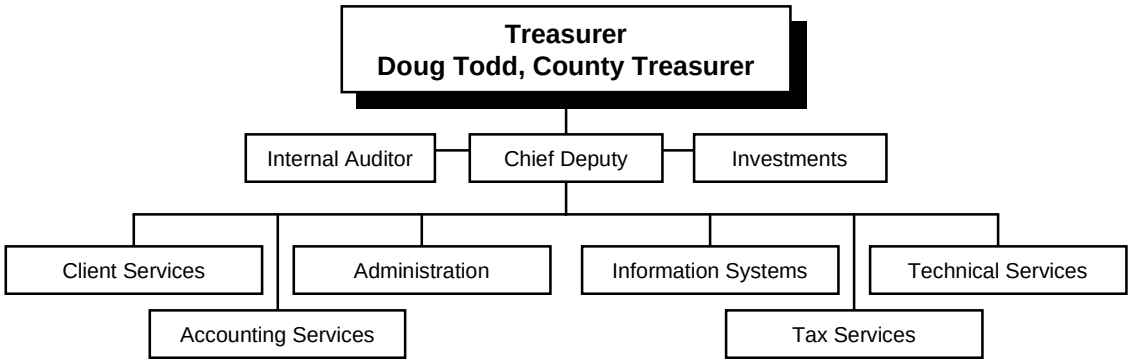
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	75,367	78,000	78,000	72,250	118,050	118,050	40,050	51%
635 OTHER CHARGES FOR SERVICES	35,942	35,000	35,000	33,726	35,000	35,000	-	0%
650 MISCELLANEOUS REVENUE	990	-	-	98	-	-	-	
Total Revenue	$ 112,299	$ 113,000	$ 113,000	$ 106,074	$ 153,050	$ 153,050	$ 40,050	35%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,122,434	$ 1,178,794	$ 1,181,436	$ 1,028,004	$ 1,197,932	$ 1,202,638	$ (21,202)	-2%
705 TEMPORARY PAY	27,138	21,366	21,366	16,794	21,336	21,336	30	0%
710 OVERTIME	32,988	-	-	278	-	-	-	
750 FRINGE BENEFITS	220,347	265,944	264,358	232,913	296,747	283,687	(19,329)	-7%
790 OTHER PERSONNEL SERVICES	-	6,873	21,379	5,174	4,494	4,494	16,885	79%
SubTotal	$ 1,402,907	$ 1,472,977	$ 1,488,539	$ 1,283,163	$ 1,520,509	$ 1,512,155	$ (23,616)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 47,551	$ 28,703	$ 28,703	$ 20,369	$ 36,000	29,852	(1,149)	-4%
804 NON-CAPITAL EQUIPMENT	11,285	5,350	5,350	500	750	750	4,600	86%
811 HEALTH CARE SERVICES	120	-	-	-	-	-	-	
812 OTHER SERVICES	21,706	24,400	24,400	23,570	13,215	13,216	11,184	46%
820 RENT & OPERATING LEASES	3,534	4,700	4,700	5,200	5,400	5,400	(700)	-15%
825 REPAIRS AND MAINTENANCE	30,775	47,900	47,900	47,900	51,400	45,000	2,900	6%
839 INTERNAL SERVICE CHARGES	26,958	22,090	22,090	22,090	25,100	21,570	520	2%
842 TRAVEL & EDUCATION	15,793	14,500	14,500	12,673	16,500	10,000	4,500	31%
843 POSTAGE/FREIGHT/SHIPPING	-	2,400	2,400	10,246	10,400	10,400	(8,000)	-333%
SubTotal	$ 157,722	$ 150,043	$ 150,043	$ 142,548	$ 158,765	$ 136,188	$ 13,855	9%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	12,501	10,172	10,172	-	-	-	10,172	100%
950 DEBT SERVICE	-	4,250	1,400	1,200	2,850	2,850	(1,450)	-104%
SubTotal	$ 12,501	$ 14,422	$ 11,572	$ 1,200	$ 2,850	$ 2,850	$ 8,722	75%
Total Expenditures	$ 1,573,130	$ 1,637,442	$ 1,650,154	$ 1,426,911	$ 1,682,124	$ 1,651,193	$ (1,039)	0%
Operating Balance (Rev. - Exp.)	$ (1,460,831)	$ (1,524,442)	$ (1,537,154)	$ (1,320,837)	$ (1,529,074)	$ (1,498,143)	$ 39,011	3%

Superintendent of Schools (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 370 SUPERINTENDENT OF SCHOOLS WORKING TITLE	FTE
ACCOUNTANT I	2.0
ACCOUNTANT II	1.0
ACCOUNTING TECHNICIAN	1.0
ACCOUNTING TECHNICIAN I	4.0
ADMINISTRATIVE	1.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATIVE COORDINATOR I	4.0
ADMINISTRATIVE COORDINATOR II	1.0
ADMINISTRATIVE COORDINATOR III	2.0
ADMINISTRATIVE COORDINATOR IV	3.0
ASSISTANT DIRECTOR OF FINANCE	1.0
DIRECTOR OF FINANCE	1.0
LEAD SYSTEMS PROGRAMMER	1.0
PC SUPPORT SPECIALIST	1.0
PROGRAMMER ANALYST II	1.0
SCHOOL SUPERINTENDENT	1.0
SCHOOL SUPERINTENDENT CHIEF DEPUTY	1.0
SCHOOL SUPERINTENDENT EXECUTIVE ASSISTANT	1.0
SENIOR NETWORK ENGINEER	1.0
TECHNOLOGY DIRECTOR	1.0
TOTAL	**30.0**

Treasurer



Mission

The mission of the Maricopa County Treasurer is to provide both the administration of property taxation for the County's residents and the accounting and investment of public monies for county agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

Goals

- By FY 2005, the Treasurer will excel in customer service using technological advances to provide taxpayers with access to all tax information via the Internet.
- By FY 2005, the Treasurer will improve and refine all tax collection and revenue apportionment functions by upgrading software related to these procedures.
- Per House Bill 2428 Legislation, by FY 2004, the Treasurer will have fully integrated all tax billing and collecting procedures for Unsecured Personal Property (e.g. commercial office equipment, heavy construction equipment and mobile homes) into the existing Treasurer's Secured Property tax activities (those which relate to real estate), thereby streamlining Unsecured Personal Property operations and enhancing collective Treasurer's Office customer services.

Issues

- Continuous population growth of Maricopa County will result in increased service demands for the Treasurer by County property owners.
- Commercial and residential parcel count growth within Maricopa County will require more efficient methods of property tax payment processing by the Treasurer.
- The Treasurer's Office operating from one, non-central location in the County is challenged to find more efficient/convenient methods of servicing customers.
- House Bill 2428 Legislation, that will merge Unsecured Personal Property with Secured Property activities in FY 2004, will result in an increased workload for the Treasurer in billing and collecting Unsecured Property taxes, functions previously performed by the Assessor and the Sheriff.

Treasurer (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
TREASURER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
PROPERTY TAX PROGRAM	$ 85,905	$ 355,535	$ -	$ 441,440	$ -
ADMINISTRATIVE SERVICES PROGRA	306,940	405,003	-	711,943	5,686
INFORMATION TECHNOLOGY PROGRAM	116,226	126,070	-	242,296	-
UNALLOCATED/INDIRECT COSTS	2,282,737	-	-	2,282,737	-
Total	$ 2,791,808	$ 886,608	$ -	$ 3,678,416	$ 5,686

Key Performance Measures

Program Name: Accounting Program

Program Purpose: The purpose of the Accounting Program is to provide accounting and investment services for the Treasurer and Maricopa County and its political subdivisions so that there is fiscal accountability to county residents.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Treasurer's Journal Entries created by month-end	100	100	100	100
Tax Apportionments - Percent of Levy apportioned	97.1	97.15	96.8	97.15
Month-end Closings - Percent time month-end balance/close by due date	100	100	100	100
Percent of Cash Receipts Actually Processed	100	100	100	100

Program Name: Property Tax Program

Program Purpose: The purpose of the Property Tax Program is to provide tax information for owners of property in Maricopa County so that they may pay their taxes in an accurate and prompt fashion and that their payments are accurately posted (applied).

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Tax Bills Correctly Mailed	N/A	N/A	N/A	80
Payments Posted - Percent of Levy collected	97.1	97.15	96.8	97.25
Percent of levy collected by LockBox (LB) facility	42.49	39.68	37.95	34.7
Back Tax Sale - Percent of BTX Collected	42.06	45.26	N/A	45.2

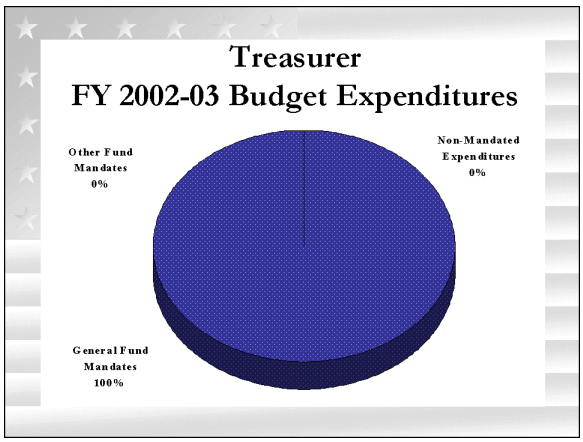
Treasurer (Continued)

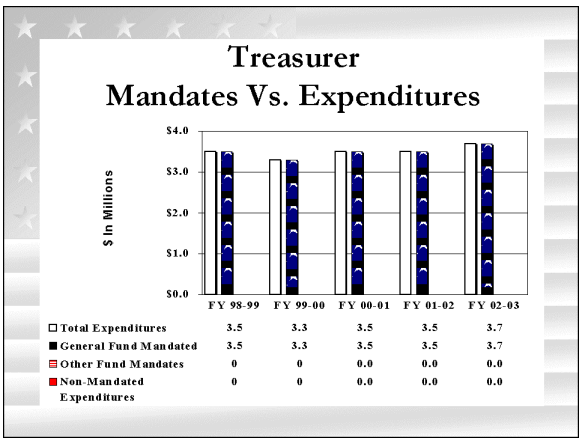
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 3,504,370	$ 3,504,370
FY 1999-00 Actuals	$ 3,336,300	$ 3,336,300
FY 2000-01 Actuals	$ 3,475,408	$ 3,475,408
FY 2001-02 Estimate	$ 3,501,641	$ 3,501,641
FY 2002-03 Adopted Budget	$ 3,678,416	$ 3,678,416

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 3,504,370	$ 3,504,370
FY 1999-00 Actuals	$ 3,336,300	$ 3,336,300
FY 2000-01 Actuals	$ 3,475,408	$ 3,475,408
FY 2001-02 Estimate	$ 3,501,641	$ 3,501,641
FY 2002-03 Adopted Budget	$ 3,678,416	$ 3,678,416

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	County Treasurer Responsibilities And Reporting
AUTHORITY	A.R.S. § 11-491; A.R.S. § 11-494; A.R.S. § 11-604-605; A.R.S. § 11-484; A.R.S. § 15-996; A.R.S. §§ 35-323 through 35-327; A.R.S. § 41-1285.21; A.R.S. § 42; IRC150,148.
HISTORY/ BACKGROUND	The County Treasurer is an elected official whose duties are to enhance the accountability of public monies to the citizens at large and act as the ex-officio tax collector. The Office of the Treasurer of Maricopa County was established on February 14, 1871.
MANDATE DESCRIPTION	The Maricopa County Treasurer provides both the administration of property taxation for the County's residents and the accounting and investment of public monies for County agencies, school districts, and other sub-political jurisdictions as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

Treasurer (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
430 TREASURER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 2,791,808	$ 886,608	$ -	$ 3,678,416	$ 5,686
SUB-TOTAL	$ 2,791,808	$ 886,608	$ -	$ 3,678,416	$ 5,686
TOTAL FUNDS	$ 2,791,808	$ 886,608	$ -	$ 3,678,416	$ 5,686

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

430 TREASURER

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	5,747	6,000	6,000	5,320	5,686	5,686	(314)	-5%
650 MISCELLANEOUS REVENUE	-	-	-	20	-	-	-	
Total Revenue	$ 5,747	$ 6,000	$ 6,000	$ 5,340	$ 5,686	$ 5,686	$ (314)	-5%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,995,528	$ 2,218,216	$ 2,257,447	$ 2,183,406	$ 2,249,600	$ 2,249,600	$ 7,847	0%
705 TEMPORARY PAY	6,200	5,500	7,732	6,964	6,799	5,500	2,232	29%
710 OVERTIME	78,434	-	-	5,490	1,530	1,530	(1,530)	
750 FRINGE BENEFITS	381,302	471,542	475,694	451,745	534,387	535,178	(59,484)	-13%
790 OTHER PERSONNEL SERVICES	-	-	2,912	2,912	2,912	-	2,912	100%
SubTotal	$ 2,461,464	$ 2,695,258	$ 2,743,785	$ 2,650,517	$ 2,795,228	$ 2,791,808	$ (48,023)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 136,628	$ 186,089	$ 116,179	$ 53,181	$ 111,500	111,500	4,679	4%
803 FUEL	268	300	300	258	300	300	-	0%
810 LEGAL SERVICES	(5,094)	-	-	(2,522)	-	-	-	
812 OTHER SERVICES	574,466	375,000	370,993	260,656	392,670	322,670	48,323	13%
820 RENT & OPERATING LEASES	65,451	96,000	83,000	77,181	81,238	81,238	1,762	2%
825 REPAIRS AND MAINTENANCE	118,268	180,000	136,490	161,748	132,500	132,500	3,990	3%
839 INTERNAL SERVICE CHARGES	15,650	10,542	19,013	12,500	20,000	14,000	5,013	26%
842 TRAVEL & EDUCATION	46,372	55,000	57,000	48,500	35,000	35,000	22,000	39%
843 POSTAGE/FREIGHT/SHIPPING	245	100,000	170,000	162,000	188,000	188,000	(18,000)	-11%
850 UTILITIES	767	1,000	1,200	1,317	1,400	1,400	(200)	-17%
SubTotal	$ 953,021	$ 1,003,931	$ 954,175	$ 774,819	$ 962,608	$ 886,608	$ 67,567	7%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	60,923	6,124	-	-	-	-	-	
950 DEBT SERVICE	-	30,000	-	-	-	-	-	
SubTotal	$ 60,923	$ 36,124	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 3,475,408	$ 3,735,313	$ 3,697,960	$ 3,425,336	$ 3,757,836	$ 3,678,416	$ 19,544	1%
Operating Balance (Rev. - Exp.)	$ (3,469,661)	$ (3,729,313)	$ (3,691,960)	$ (3,419,996)	$ (3,752,150)	$ (3,672,730)	$ 19,230	1%

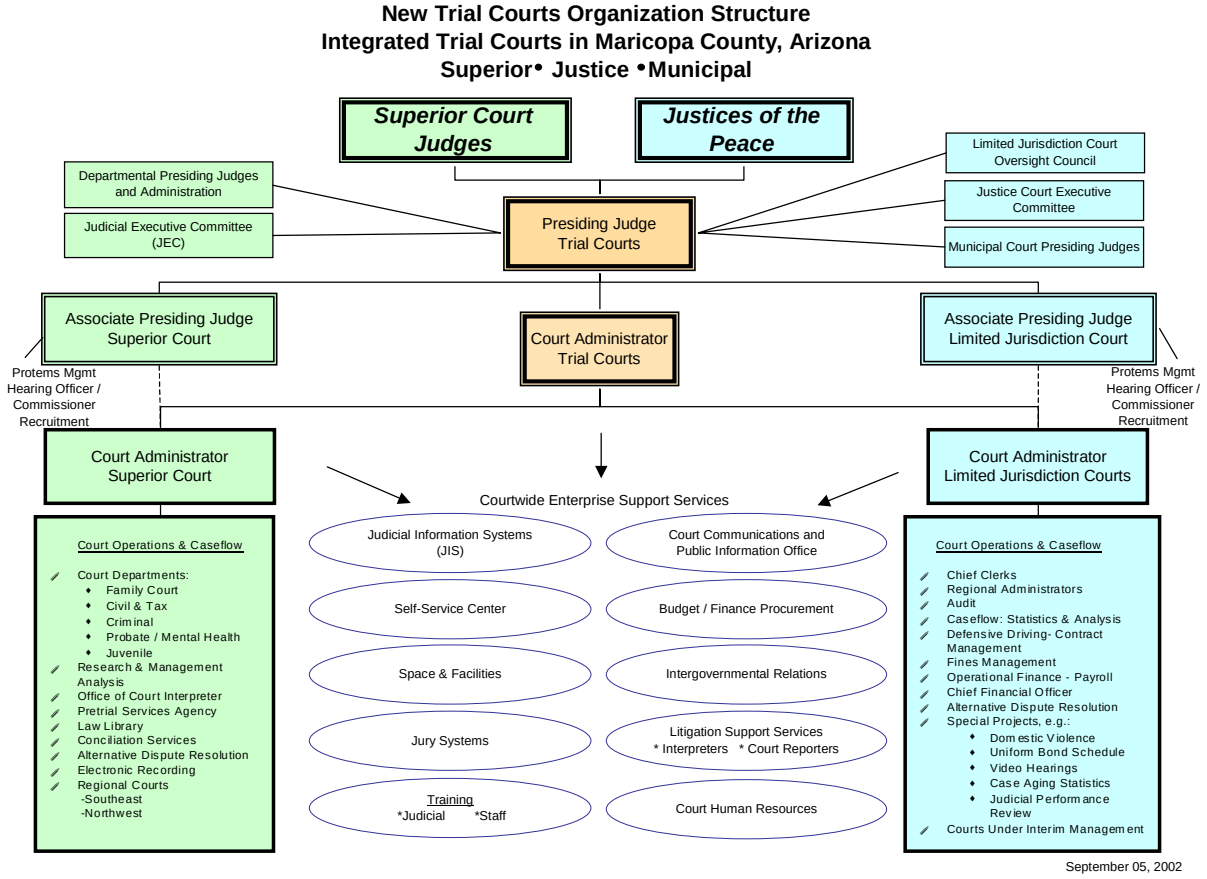
Treasurer (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 430 TREASURER	
WORKING TITLE	**FTE**
ACCOUNTANT I	2.0
ADMINISTRATIVE ASSISTANT	1.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATIVE COORDINATOR I	1.0
ADMINISTRATIVE/OFFICE SUPPORT	5.0
ADMINISTRATIVE/OFFICE SUPPORT ENTRY	1.0
ASSISTANT MANAGER	4.0
ASSISTANT SUPERVISOR	3.0
BUDGET LIAISON RECRUIT	1.0
BUSINESS ANALYST	2.0
CASHIERING LINE SUPERVISOR	1.0
CHIEF AUDITOR	1.0
CHIEF DEPUTY TREASURER	1.0
CHIEF INVESTMENT OFFICER	1.0
CLIENT SERVICES COORDINATOR	1.0
CLIENT SERVICES REPRESENTATIVE	5.0
CORPORATE SERVICES ADMINISTRATOR	2.0
CUSTOMER SERVICE OPERATIONS LEAD	1.0
DIVISION MANAGER	4.0
EXECUTIVE SECRETARY	1.0
FACILITIES COORDINATOR	1.0
HUMAN RESOURCES LIAISON	1.0
INFORMATION SYSTEMS DIRECTOR	1.0
LAN ADMINISTRATOR	2.0
LEAD COMPUTER OPERATOR	1.0
LEAD INTEGRATED SYSTEMS DESIGN ANALYST	1.0
LITIGATION COORDINATOR	1.0
LOCKBOX PAYMENT SPECIALIST	1.0
MAIL COORDINATOR	1.0
MANAGER OF SYSTEMS & PROGRAMS	1.0
OPERATIONS ANALYST	1.0
OPERATIONS SITE MANAGER	1.0
POSTING ADMINISTRATOR	1.0
PROCUREMENT SPECIALIST	1.0
PROGRAMMER ANALYST	2.0
RECEPTIONIST	1.0
RESEARCH ADMINISTRATOR	2.0
TAX LIEN SPECIALIST	1.0
TREASURER	1.0
TREASURER'S RECEIPT ADMINISTRATOR	1.0
UNSECURED PERSONAL PROPERTY SPECIALIST	1.0
WARRANT RECONCILIATION ADMINISTRATOR	1.0
TOTAL	**64.0**

Judicial Branch

Judicial Organizational Chart



Court Jurisdiction

The Superior Court of Arizona in Maricopa County is a general jurisdiction court handling criminal felonies, juvenile, family, probate/mental health, civil matters over $10,000 and statewide tax cases. Jurisdiction also extends to appeals from limited jurisdiction courts. The Superior Court is part of an integrated judicial system in the State under the administrative authority of the Arizona Supreme Court.

Maricopa County

Over 3 million of Arizona's 5 million people reside in Maricopa County. It is one of the fastest growing urban areas in the country. The County, one of 15 in the state, encompasses almost 10,000 square miles. The Court conducts its business in four primary locations: a complex of buildings in downtown Phoenix; a Juvenile Court Center on Durango Avenue, southwest of downtown Phoenix; a Southeast Valley facility in Mesa with juvenile and adult court buildings; and a Northwest Regional Center in Surprise.

Judges Of The Court

Currently, 91 Superior Court judges, 11 court commissioners and 22 hearing officers staff the Court. All judicial officers are lawyers. Judges are appointed by the Governor after a selection process by

a Qualifications Commission. The Merit Selection System is patterned after the “Missouri Plan” and applies only in Arizona's two most populous counties: Maricopa (Phoenix) and Pima (Tucson). Judges stand for election every four years on a yes-no retention ballot.

Judges in Superior Court are full-time Constitutional “divisions” created by the State and standing for election. The Court also can have judges pro tempore. Judge pro tempores are lawyers appointed by the Court with the full powers of a constitutional division serving temporarily at the pleasure of the Court. Judge pro tempores are used sparingly as adjuncts to constitutional divisions. Court commissioners and hearing officers are appointed by the Court’s presiding judge.

Court Judicial Departments

The Court performs its work by departments, each headed by a departmental presiding judge selected by the Court's Presiding Judge. Departmental presiding judges generally serve in that capacity for two to four years. Trial judges of the Court rotate from one department to another, as assigned by the Presiding Judge, generally on two-year cycles. Commissioners and hearing officers serve a variety of assignments.

Judicial officers attend departmental meetings and as a full bench en banc once a month. Most of the calendars are structured on an individual basis, meaning that once a case is assigned to a judge early in the process, it stays with that judge until resolved.

The Presiding Judge

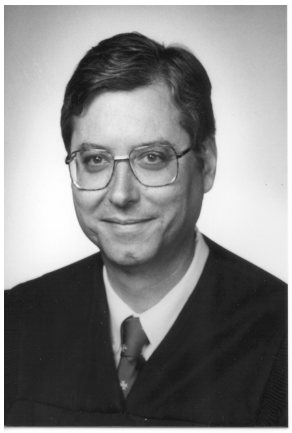
The Court’s Presiding Judge oversees the Superior Court and its departments and has superintendent responsibilities over the limited jurisdiction courts in the County. The Presiding Judge, appointed to his administrative position by the Supreme Court, serves in that position at the pleasure of the Supreme Court. The Presiding Judge appoints an Associate Presiding Judge to serve as an assistant.

The Court Administrator

A Court Administrator, appointed by the Court, functions as the Chief Executive Officer providing management support to each of the judicial departments and coordinating, together with the Presiding Judge, the work of the Superior Court and its departments, and the limited jurisdiction courts in Maricopa County. A number of standing committees, staffed by Court Administration, are utilized to perform the policy and program planning work of the Court.

Non-Judicial Staffing

Four major staffing units support the Court: Court Administration, Adult Probation, Juvenile Probation, and the Clerk of the Court. Also providing support to the Court is a small group of special-purpose court agencies: Judicial Information Systems, Conciliation Services and the Law Library. The Court operates its own Judicial Personnel Merit System, working in close harmony with the County of Maricopa.



Hon. Colin F Campbell

Presiding Judge - Superior Court

Judge Colin F Campbell has been Presiding Judge of Superior Court in Maricopa County since July 1, 2000. During his judicial career, he has presided over cases in each of the court's divisions, including juvenile, family court, special assignment, probate, criminal and civil. Judge Campbell graduated from Northwestern University in 1974 with a Bachelor of Science Degree in economics. He received his law degree from the University of Arizona where he graduated Summa Cum Laude. Upon graduation he served as the law clerk for United States District Judge William Copple. In 1978 he became an associate with the Phoenix law firm of Martori, Meyer, Hendricks & Victor. From 1981 to 1983 he served as an Assistant Federal Public Defender. From 1984 until 1990, he was a partner with Meyer, Hendricks, Victor, Osborn & Maledon. In 1990, he was appointed to the Superior Court Bench.

Judge Campbell is deeply committed to his profession and his community. From 1988 to 1990, he was a member of the Maricopa County Community Punishment Committee. He has served in a leadership capacity for numerous State Bar committees including the Legal Services Committee and the Committee on Professional Rules of Conduct. He formerly served as a board member and president of Community Legal Services and the Arizona Bar Foundation. Judge Campbell also served as an Advisory Board member of the Volunteer Lawyer Program. He was on the Judicial Ethics Advisory Committee. As Presiding Judge, he sits on the Arizona Judicial Council, the State-Federal Judicial Council and the board of the Arizona Judicial College. He is a member of the Board of Visitors for the University of Arizona College of Law and has taught as an Adjunct Professor at Arizona State University's College of Law. In 1990, the University of Arizona presented him with its Outstanding Graduate Award.

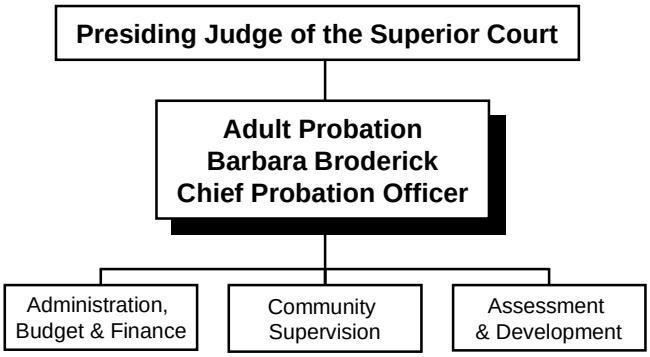
Judge Campbell is former president of the Greater East Phoenix Neighborhood Association and also was president of the St. Thomas More Society and board member of the Malta Center. He served as a member and chairman of the Youth at Risk Task Force of the Arizona Coalition for Tomorrow. Judge Campbell is president of the Southwest Phoenix Community Center and formerly served on the board of directors of the Phoenix Natural Family Planning Center and Child and Family Resources, Inc. He currently serves on the board of directors of Ville de Marie - a private, non-profit school.

JUDGE	DIV	JUDGE	DIV	JUDGE	DIV
CATES, JEFFREY S	1	MUNDELL, BARBARA A **(g)**	32	PADISH, JAMES E	63
GOTTSFIELD, ROBERT L	2	YARNELL, MICHAEL A	33	O'CONNOR, KAREN L	64
KAMIN, ALAN S	3	TOPF, WILLIAM L	34	GRANVILLE, WARREN J	65
GERST, STEPHEN A	4	DAIRMAN, DENNIS W	35	GAYLORD, JOHN M	66
SCOTT, LINDA K **(c)**	5	JARRETT, BARBARA M	36	DOWNIE, MARGARET H	67
O'TOOLE, THOMAS W **(e)**	6	KAUFMAN, ROGER W	37	RONAN, EMMET J	68
O'MELIA, MICHAEL J	7	MCVEY, MICHAEL R	38	RAYES, DOUGLAS L	69
ALBRECHT, REBECCA A	8	ARANETA, LOUIS A	39	GAMA, JOE R	70
FOREMAN, JOHN F	9	BACA, ANNA MARIA	40	DONAHOE, GARY	71
GALATI, FRANK T	10	ISHIKAWA, BRIAN K	41	BARTON, JANET	72
REINSTEIN, RONALD S	11	DAVIS, NORMAN J	42	BUDOFF, ROBERT	73
HILLIARD, RUTH H	12	ACETO, MARK F	43	HYATT, CAREY	74
SCHNEIDER, BARRY C	13	JONES, MICHAEL D	44	SANTANA, MARK	75
SARGEANT, WILLIAM	14	HOAG, MARION J	45	TREBESCH, DEAN	76
HOTHAM, JEFFREY A	15	KEPPEL, JAMES H	46	MCNALLY, COLLEEN	77
WILKINSON, MICHAEL O	16	AKERS, LINDA A	47	STEINLE, ROLAND	78
ARMSTRONG, MARK W **(b) (f)**	17	MCCLENNEN, CRANE	48	DITSWORTH, JOHN	79
FIELDS, KENNETH L	18	BALLINGER, EDDWARD P.	49	BUTTRICK, JOHN	80
FRANKS, PAMELA J	19	OBERBILLIG, ROBERT H	50	HARRISON, CARI	81
COLE, DAVID R	20	REINSTEIN, PETER C	51	STEPHENS, SHERRY	82
MYERS, ROBERT D	21	TALAMANTE, DAVID M	52	KLEIN, ANDREW	83
DUNEVANT, THOMAS	22	HICKS, BETHANY G	53	SANDERS, TERESA	84
MARTIN, GREGORY H	23	GAINES, FRANCIS P	54	TRUJILLO, RICHARD	85
KATZ, PAUL A **(h)**	24	BURKE, EDWARD O **(d)**	55	UDALL, DAVID	86
SHELDON, STEVEN D	25	HOLT, CATHY M	56	CONTES, CONNIE	87
CAMPBELL, COLIN F **(a)**	26	VERDIN, MARIA	57	BLAKEY, A. CRAIG	88
ARELLANO, SILVIA R	27	WILLRICH, PENNY	58	MILES, LINDA	89
MANGUM, J.KENNETH	28	ANDERSON, ARTHUR T	59	MAHONEY, MARGARET	90
PORTLEY, MAURICE	29	HEILMAN, JOSEPH B	60	VACANT	91
SCHWARTZ, JONATHAN H	30	WILLETT, EILEEN S	61		
HAUSER, BRIAN R	31	FENZEL, ALFRED M	62		

(a) Presiding Judge
(b) Associate Presiding Judge
(c) Presiding Judge - Juvenile Court
(d) Presiding Judge - Civil Dept.
(e) Presiding Judge - Criminal Dept.
(f) Presiding Judge - Family Court Dept.
(g) Presiding Judge - Probate/Mental Health Dept.
(h) Presiding Judge - Tax Court

JUSTICE OF THE PEACE	PRECINCT	JUSTICE OF THE PEACE	PRECINCT
G. Michael Osterfeld	Buckeye	Jacqueline McVay	Northeast Phoenix
C. Steven McMurry	Central Phoenix	Barbara Watkins	Northwest Phoenix
Ronald D. Johnson	Chandler	Lex E. Anderson	Peoria
R. Wayne Johnson	East Mesa	Gerald Porter	Scottsdale
Adelita Villegas	East Phoenix #1	Tom Freestone	South Mesa/Gilbert
Michael W. Orcutt	East Phoenix #2	Pamela C. Gutierrez	South Phoenix
John R. Ore	East Tempe	Joseph Guzman	Tolleson
Joe Getzwiller	Gila Bend	Clayton Hamblen	West Mesa
Quentin V. Tolby	Glendale	Rachel Carrillo	West Phoenix
Andy V. Gastelum	Maryvale	Victor Wilkins	West Tempe
Lester Pearce	North Mesa	John Henry	Wickenburg
Kenneth Warren	North Valley		

Adult Probation



Mission

The Mission of the Maricopa County Adult Probation Department is to provide assistance and adult probation services to neighborhoods, courts, adult probationers and victims so that they experience enhanced safety and well being.

Vision

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims and offenders.

Goals

- MCAPD will enhance public safety by: Reducing the number of probationers committed to the Department of Corrections to 2 out of every 10 by the end of fiscal year 2002. Reducing the number of probationers convicted of a new felony offense by 2% by the end of fiscal year 2002. (It is assumed 10% of probationers will be convicted of a new felony during the fiscal year).
- By fiscal year 2004, employee resignations from MCAPD because of pay (51% - as of September 2000) will be reduced to the Maricopa County average (34% - as of September 2000).
- By fiscal year 2004, MCAPD will improve case processing as evidenced by: - A 10% (2.8 day) reduction in the time needed to submit a pre-sentence report to the court. - A 10% increase in the rate of successful completions from probation by using technological risk/needs assessment tools. - A 10% increase in the rate of restitution collected.
- MCAPD will provide excellence in customer service as evidenced by a measurable increase in the number of customers who report increasing satisfaction. - By 2005, 75% of victims will be satisfied with services provided by MCAPD. - By 2005, 67% of offenders will be satisfied with services provided by MCAPD. - By 2005, 75% of criminal court judges will be satisfied with services provided by MCAPD. - By fiscal year 2003, establish a baseline of the number of staff satisfied with MCAPD. By fiscal year 2005, the number of staff satisfied with MCAPD will improve by 10%. - By fiscal year 2003, establish a baseline for community partner satisfaction with MCAPD. By fiscal year 2005, the number of community partners satisfied with MCAPD will improve by 5%. - By fiscal year 2003, establish a baseline for criminal justice agency partner satisfaction with MCAPD. By fiscal year 2005, the number of criminal justice partners satisfied with MCAPD will improve by 5%

Adult Probation (Continued)

- By 2003, MCAPD will have the equipment, facilities, support services and technological interconnectivity with agencies to provide efficient and effective probation services as evidenced by: A minimum mean score of 5 on a scale of 2 to 8 on employee surveys that rate staff's satisfaction level with equipment, facilities and support services. A 20% increase in the number of targeted agencies that are interconnected with Adult Probation.

Issues

- The high demand for educated and skilled staff is placing additional responsibilities upon the agency to use new and innovative practices to recruit, retain and reward staff.
- The trend to treat substance abuse offenses as a public health issue within the criminal justice system requires partnerships and new methods of supervision and treatment.
- The growing population and increases in police, courts and offenders are stretching the agency's resources and ability to meet the demand for effective services.
- Organizations are increasingly turning to technology to use, share and manage information, which requires the agency to obtain more resources, allocate resources differently and shift current resources to acquire, use, stay current and maintain the technologies.
- Changes in laws, societal demands, criminal justice practices and demographic shifts in offender populations are causing criminal justice agencies to develop specialization and expertise in managing and providing services to offenders.
- Criminal justice agencies are relying more upon collaborations and partnerships with both public and private agencies to enhance the safety and well being of our neighborhoods. Our agency is committing additional resources and expertise to develop and sustain these relationships.
- The public demands that agencies and staff be held accountable for their practices and show positive results which requires the agency to allocate more resources to develop methods to monitor and use performance measures.
- An increase in expectations that criminal justice agencies be more responsive to victims' needs and rights requires the agency to develop new and provide additional victim services.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
ADULT PROBATION
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BEHAVIORAL CHANGE	$ 3,890,278	$ 355,696	$ -	$ 4,245,974	$ 2,921,289
COMMUNITY JUSTICE	41,256,488	2,385,941	-	43,642,429	33,812,721
ADMINISTRATIVE SERVICES PROGRA	2,360,376	2,030,862	-	4,391,238	1,904,879
INFORMATION TECHNOLOGY PROGRAM	1,742,026	77,815	-	1,819,841	1,080,573
UNALLOCATED/INDIRECT COSTS	1,258,397	720,110	106,542	2,085,049	2,254,105
Total	$ 50,507,565	$ 5,570,424	$ 106,542	$ 56,184,531	$ 41,973,567

Adult Probation (Continued)

Key Performance Measures

Program Name: Behavioral Change Program

Program Purpose: The purpose of the Behavioral Change Program is to provide education and treatment to probationers so that they can remain law-abiding and successfully complete probation.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of probationers who successfully completed education/treatment classes operated by MCAPD.	49	60	51	55
Percent of probationers terminated from probation who successfully completed MCAPD operated education/treatment classes and are not committed to the Department of Corrections	N/A	N/A	98	N/A

Program Name: Community Justice

Program Purpose: The purpose of the Community Justice Program is to provide public safety through offender accountability and restoration to victims and community members so that they can live in revitalized, restored and safer neighborhoods.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of probationers performing required community service hours who are meeting or exceeding monthly obligations	69	54	38	58
Percent of probationers who successfully complete probation	65	62	61	62
Percent of opted-in victims receiving services who are satisfied with services.	52	49	54	57
Percent of probationers who are compliant paying restitution	61	55	48.2	61

Adult Probation (Continued)

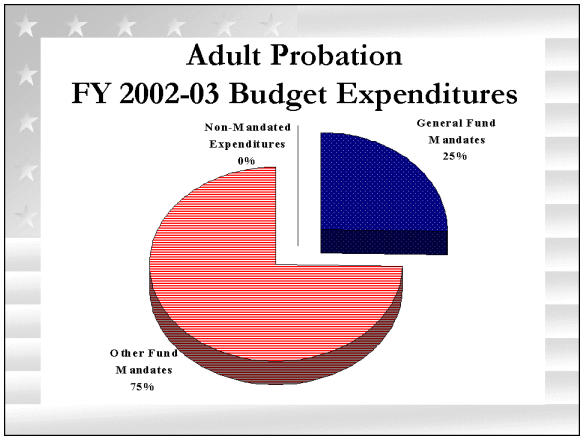
Mandate Consolidated Financial Data

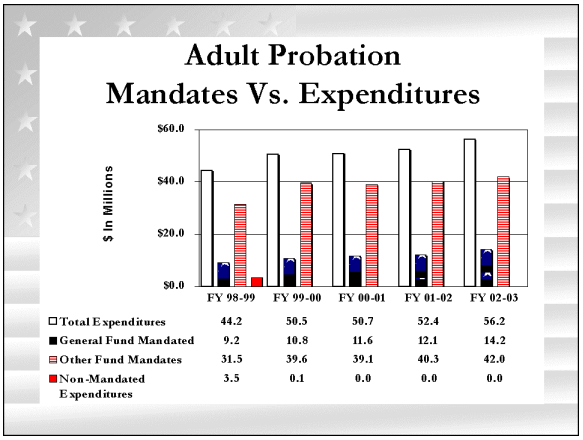
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 9,716,296	$ 34,440,477	$ 44,156,773
FY 1999-00 Actuals	$ 10,834,886	$ 39,618,900	$ 50,453,786
FY 2000-01 Actuals	$ 11,619,113	$ 39,165,557	$ 50,784,670
FY 2001-02 Estimate	$ 12,094,117	$ 40,279,242	$ 52,373,359
FY 2002-03 Adopted Budget	$ 14,210,964	$ 41,973,567	$ 56,184,531

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 9,716,296	$ 34,440,477	$ 44,156,773
FY 1999-00 Actuals	$ 10,834,886	$ 39,618,900	$ 50,453,786
FY 2000-01 Actuals	$ 11,610,956	$ 39,111,694	$ 50,722,650
FY 2001-02 Estimated	$ 12,094,117	$ 40,279,242	$ 52,373,359
FY 2002-03 Adopted Budget	$ 14,210,964	$ 41,973,567	$ 56,184,531

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 491,630	$ 2,934,530	$ 3,426,160
FY 1999-00 Actuals	$ 19,851	$ 56,643	$ 76,494
FY 2000-01 Actuals	$ 8,157	$ 53,863	$ 62,020
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ -	$ -	$ -

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Community Punishment Program, Literacy Programs
AUTHORITY	ARS §12-299.01 Community Punishment Programs, Submission Of Plan; Use Of Monies; Prohibitions
HISTORY/ BACKGROUND	This statute created probation treatment programs to both enhance the supervision of offenders and present an alternative to prison commitments for class 4,5, and 6 felonies.
MANDATE DESCRIPTION	Enhance the adult probation services system by developing additional probation conditions, programs and services for offenders placed on supervised probation and intensive probation. Provide programs, services and increased supervision, surveillance and control to special probation populations.

Community Punishment Program, Literacy Programs	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 32,226	$ 2,181,240	$ 2,213,466
FY 1999-00 Actuals	$ 267,489	$ 3,008,717	$ 3,276,206
FY 2000-01 Actuals	$ 311,218	$ 3,253,054	$ 3,564,272
FY 2001-02 Estimate	$ 330,000	$ 3,300,000	$ 3,630,000
FY 2002-03 Adopted Budget	$ 335,000	$ 3,350,000	$ 3,685,000

Adult Probation (Continued)

TITLE	Adult Intensive Probation
AUTHORITY	A.R.S. §§ 13-913 through 13-918 Intensive Probation
HISTORY/ BACKGROUND	Based on programs in Georgia, the legislature created another level of probation intensity. Intensive Probation (IPS) was a last chance effort for those who failed on standard probation.
MANDATE DESCRIPTION	A two-person intensive probation team shall supervise no more than twenty-five persons at one time, and a three-person intensive probation team shall supervise no more than forty persons at one time. The intensive probation team shall…exercise close supervision and observation over persons sentenced to intensive probation including (a) visual contact with each probationer at least 4 times per week, and (b) weekly contact with the employer of the probationer.

Adult Intensive Probation	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 428,995	$ 7,193,974	$ 7,622,969
FY 1999-00 Actuals	$ 567,064	$ 8,562,119	$ 9,129,183
FY 2000-01 Actuals	$ 587,281	$ 7,868,708	$ 8,455,989
FY 2001-02 Estimate	$ 655,000	$ 7,950,000	$ 8,605,000
FY 2002-03 Adopted Budget	$ 675,000	$ 8,080,000	$ 8,755,000

TITLE	Victim Notification
AUTHORITY	A.R.S. § 13-4415 Notice Of Probation Modification, Termination Or Revocation Disposition Matters; Notice Of Arrest
HISTORY/ BACKGROUND	This mandate was a major portion of the victims' rights legislation. Probation has a duty to inform opted-in victims at every step of the process.
MANDATE DESCRIPTION	On request of the victim, the court shall notify the victim of any probation revocation disposition proceeding or any proceeding in which the court is asked to terminate the probation or intensive probation of a person who is convicted of committing a criminal offense against the victim. On request of the victim, the court shall notify the victim of a modification of the terms of probation or intensive probation of a person only if the modification will substantially affect the persons; contact with or safety of the victim or if notification affects restitution or incarceration status. On request of the victim, the court shall notify the victim of the arrest of a person who is on supervised probation and who is arrested pursuant to a warrant issued for a probation violation.

Victim Notification	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 8,103	$ 104,832	$ 112,935
FY 1999-00 Actuals	$ 11,609	$ 125,714	$ 137,323
FY 2000-01 Actuals	$ 25,942	$ 148,229	$ 174,171
FY 2001-02 Estimate	$ 30,000	$ 155,000	$ 185,000
FY 2002-03 Adopted Budget	$ 35,000	$ 175,000	$ 210,000

Adult Probation (Continued)

TITLE	DNA Testing
AUTHORITY	A.R.S. § 13-4438 © Deoxyribonucleic Acid (DNA) Testing; Exception
HISTORY/ BACKGROUND	The legislature decided that sex offenders' DNA needed to be recorded for future investigation of offenses. Probation was viewed as an ideal point to enforce compliance.
MANDATE DESCRIPTION	The County Probation Department shall secure a blood sample sufficient for DNA testing ad extraction within 15 days after a person is convicted or adjudicated delinquent of a sexual offense* and is sentenced to a term of probation and within thirty days after the arrival of a person who is accepted under the interstate compact for the supervision of probationers. The County Probation Department shall secure a blood sample sufficient for deoxyribonucleic acid testing as extraction. The County department shall transmit the sample to the Department of Public Safety. *Since the inception of this statute the legislature has broadened the groups of offenses for which DNA testing is mandated. In addition to sex offenders, those convicted of burglary, use of a deadly weapon or dangerous instrument, or knowing infliction of serious physical injury have been added to the mandate. Beginning January 1, 2003, those convicted of drug offenses will be required to submit to DNA testing**. Beginning January 1, 2004, all felons will be required to submit to DNA testing.**

DNA Testing	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ -	$ 50,000	$ 50,000

TITLE	Drug Treatment and Education Fund
AUTHORITY	A.R.S. § 13-3422 Drug Court Programs; Establishment; Participation
HISTORY/ BACKGROUND	This mandate was passed as a voter initiative. The proposition mandates treatment of drug offenders rather than incarceration, and provides funding for treatment.
MANDATE DESCRIPTION	To cover the costs of placing persons in drug education and treatment programs administered by a qualified agency or organization that provides such programs to persons who abuse controlled substances.

Drug Treatment and Education Fund	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 25,468	$ 2,011,449	$ 2,036,917
FY 1999-00 Actuals	$ 25,273	$ 1,617,381	$ 1,642,654
FY 2000-01 Actuals	$ 39,607	$ 1,001,093	$ 1,040,700
FY 2001-02 Estimate	$ 45,000	$ 1,200,000	$ 1,245,000
FY 2002-03 Adopted Budget	$ 50,000	$ 1,290,000	$ 1,340,000

Adult Probation (Continued)

TITLE	Community Service
AUTHORITY	A.R.S. § 12-299.01 Community Punishment Program; A.R.S. § 13-914 Intensive Probation; Evaluation; Sentence; Criteria; Limit; Conditions; Court Order
HISTORY/ BACKGROUND	Community service is a politically popular and a good public relations program. It is a good example of Restorative Justice. It contributes extensively to the improvement of the community. Clean up and graffiti abatement programs have a major impact on our neighborhoods. The concept of giving "giving back to society" by those who have violated the law is its objective. The Chief Justice has incorporated community service into his "2002 Initiative."
MANDATE DESCRIPTION	Intensive probation shall be conditioned on the offender…being involved in…community service work at least six days a week throughout his term of intensive probation…performing not less than forty hours of community service each month. Promote accountability of offenders to their local community by requiring…community work service to local governments and community agencies.

Community Service	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 106,630	$ 264,281	$ 370,911
FY 1999-00 Actuals	$ 92,179	$ 383,646	$ 475,825
FY 2000-01 Actuals	$ 135,853	$ 462,952	$ 598,805
FY 2001-02 Estimate	$ 145,000	$ 475,000	$ 620,000
FY 2002-03 Adopted Budget	$ 150,000	$ 495,000	$ 645,000

TITLE	Community Notification Of Sex Offenders
AUTHORITY	A.R.S. § 13-3825 Community Notification
HISTORY/ BACKGROUND	Responding to the massive public pressure, the legislature decided that the community needed to be notified of sex offender residence. Probation and law enforcement are held responsible.
MANDATE DESCRIPTION	Within seventy-two hours after a person who was accepted under the interstate compact for the supervision of probationers has arrived in the state, the agency that has accepted supervision shall provide information to the department of public safety. A law enforcement agency may delegate all or part of the notification process for offenders on community supervision to the county probation department as appropriate.

Community Notification of Sex Offenders	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ -	$ -	$ -

Adult Probation (Continued)

TITLE	Drug Court
AUTHORITY	A.R.S. § 13-3422 Drug Court Programs; Establishment; Participation
HISTORY/ BACKGROUND	The Drug Court was created because of the success of Drug Courts in other jurisdictions in dealing with first time drug offenders.
MANDATE DESCRIPTION	The Presiding Judge of the Superior Court in each county may establish a drug court program. Cases assigned to a drug court program shall consist of defendants who are drug dependent persons and who are charged with a probation eligible offense under this chapter, including preparatory offenses. The terms and conditions of probation shall provide for the treatment of the drug dependent person and shall include any other conditions and requirements that the court deems appropriate.

Drug Court	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 80,470	$ 493,283	$ 573,753
FY 1999-00 Actuals	$ 93,189	$ 844,799	$ 937,988
FY 2000-01 Actuals	$ 111,910	$ 658,070	$ 769,980
FY 2001-02 Estimate	$ 125,117	$ 675,000	$ 800,117
FY 2002-03 Adopted Budget	$ 135,000	$ 720,000	$ 855,000

TITLE	Field Services Supervision
AUTHORITY	A.R.S. § 12-251 (A) Adult Probation Officers and support staff; appointment; qualifications
HISTORY/ BACKGROUND	Why is the service level at 60:1? In order to be effective, the probation officer must have the time to effectively manage offenders. In many states, where the ratio is much higher, probation has become purely a prison diversion.
MANDATE DESCRIPTION	The Chief Adult Probation Officer, with the approval of the Presiding Judge of the Superior Court, shall appoint such deputy adult probation officers and support staff as are necessary to provide presentence investigations and supervision services to the court. Those deputy adult probation officers engaged in case supervision shall supervise no more than an average of sixty adults who reside in the county on probation to the court.

Field Services Supervision	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 5,085,518	$ 14,795,404	$ 19,880,922
FY 1999-00 Actuals	$ 5,512,076	$ 18,787,651	$ 24,299,727
FY 2000-01 Actuals	$ 5,965,865	$ 20,024,684	$ 25,990,549
FY 2001-02 Estimate	$ 6,169,000	$ 20,544,242	$ 26,713,242
FY 2002-03 Adopted Budget	$ 6,248,667	$ 21,100,000	$ 27,348,667

Adult Probation (Continued)

TITLE	Indirect Services
AUTHORITY	A.R.S. § 31-461 through 31-466 (A) Compact Agreement/Adult Probation Procedures
HISTORY/ BACKGROUND	The Indirect Services Unit manages felony offenders who are sentenced in Maricopa County and leave the state to reside elsewhere, and supervises felons sentenced in another state who come to reside in Maricopa County. The objective is to protect the community from and provide treatment resources to felony offenders whom, if not for the Interstate Compact Agreement, would be residing in Maricopa County without the knowledge or consent of the authorities or citizens of the County.
MANDATE DESCRIPTION	That each receiving state will assume the duties of visitation of and supervision over probationers or parolees of any sending state and in the exercise of those duties will be governed by the same standards that prevail for its own probationers and parolees.

Indirect Services	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 13,339	$ 918,043	$ 931,382
FY 1999-00 Actuals	$ 88,827	$ 1,215,625	$ 1,304,452
FY 2000-01 Actuals	$ 91,632	$ 1,121,709	$ 1,213,341
FY 2001-02 Estimate	$ 100,000	$ 1,150,000	$ 1,250,000
FY 2002-03 Adopted Budget	$ 110,000	$ 1,172,666	$ 1,282,666

TITLE	Presentence Investigations
AUTHORITY	A.R.S. § 12-251 (A) Adult Probation Officers And Support Staff; Appointment; Qualifications; A.R.S. § 12-253 (4) Adult Probation Officers Powers And Duties; A.R.S. § 13-914 (A) Intensive Probation; Evaluation; Sentence; Criteria; Limit; Conditions; A.R.S. § 13-701 (B) Sentence Of Imprisonment For Felony; Presentence Report; Rule 26.4 - Rules Of Criminal Procedure
HISTORY/ BACKGROUND	A 1988 amendment included all class felonies. In 1993, it was mandated that any person who committed a felony after January 1, 1994 needed a copy of a recent Presentence Investigation (PSI) report when transferring to the Department of Corrections.
MANDATE DESCRIPTION	An Adult Probation Officer shall investigate cases referred to him for investigation by the court in which he is serving and report thereon to the court. An Adult Probation Officer shall prepare a presentence report for every offender who has either been convicted of a felony and for whom the granting of probation is not prohibited by law, or violated probation by commission of a technical violation that was not chargeable or indictable as a criminal offense. No prisoner shall be transferred to the custody of the State Department of Corrections without a copy of a recent PSI report unless the court has waived preparation of the report.

Presentence Investigations	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 2,871,024	$ 2,980,485	$ 5,851,509
FY 1999-00 Actuals	$ 3,418,922	$ 3,567,665	$ 6,986,587
FY 2000-01 Actuals	$ 3,761,388	$ 3,856,100	$ 7,617,488
FY 2001-02 Estimate	$ 3,900,000	$ 4,100,000	$ 8,000,000
FY 2002-03 Adopted Budget	$ 3,950,000	$ 4,150,000	$ 8,100,000

Adult Probation (Continued)

TITLE	Warrants
AUTHORITY	A.R.S. § 13-901 (C) (D) Probation
HISTORY/ BACKGROUND	The Warrants Locator Unit was created due to the safety risks posed to the community of leaving individuals, for whom warrants have been issued, to exist in the community without consequence.
MANDATE DESCRIPTION	The court may in its discretion issue a warrant for the re-arrest of the defendant. At any time during the probationary term of the person released on probation, any probation officer may, without warrant or other process, at any time until the final disposition of the case, re-arrest any person and bring the person before the court.

Warrants	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 254,295	$ 404,222	$ 658,517
FY 1999-00 Actuals	$ 283,036	$ 489,326	$ 772,362
FY 2000-01 Actuals	$ 235,990	$ 429,947	$ 665,937
FY 2001-02 Estimate	$ 245,000	$ 440,000	$ 685,000
FY 2002-03 Adopted Budget	$ 255,000	$ 460,000	$ 715,000

TITLE	Work Furlough
AUTHORITY	Court Order
HISTORY/ BACKGROUND	Work Furlough reduces full time jail bed occupancy and allows an offender to serve jail term as part of probation, yet be employed, pay restitution to victim and to be assessed a Work Furlough fee to offset part of the cost of the Work Furlough program.

Work Furlough	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 318,598	$ 158,734.00	$ 477,332
FY 1999-00 Actuals	$ 329,456	$ 269,112.00	$ 598,568
FY 2000-01 Actuals	$ 344,270	$ 287,148.00	$ 631,418
FY 2001-02 Estimate	$ 350,000	$ 290,000.00	$ 640,000
FY 2002-03 Adopted Budget	$ 360,000	$ 350,000.00	$ 710,000

TITLE	Officer Safety/Arming
AUTHORITY	A.R.S. 12-253 Probation Officer's Peace Officer status, Supreme Court Administrative Orders 2002–7, 2002-55, and 2002-70
HISTORY/ BACKGROUND	The statute describing the duties of a probation officer as a peace officer authorizes the carrying of a firearm in the performance of the duties of an officer. During the last legislative session, a strong push was made to authorize any probation officer to carry a weapon without the department's authorization while on duty. A compromise was reached stating that the AOC would create a Safety Committee with the purpose of establishing statewide policies on safety, use of force, firearms, and safety training.
MANDATE/DESCRIPTION	The Administrative Orders allow any probation of surveillance officer who can qualify according to stated standards and training to request permission to carry a department authorized weapon in the performance of their duties. The orders also outline the specifics and required hours of training which the department must provide not only for firearms but in defensive tactics and safety. There is an increased cost to provide the training armory, and ongoing certification as well as to purchase firearms, ammunition, and to provide a shooting range for target practice.

Officer Safety/Arming	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ -	$ 150,000.00	$ 150,000

Adult Probation (Continued)

TITLE	Mandatory Payment to Arizona State
AUTHORITY	Public Finances (Laws 2002, Chapter 328, H.B. 2708, General Appropriations (Laws 2002, Chapter 327, H.B. 2706
HISTORY/ BACKGROUND	During the 2002 legislative session, the legislature agreed that for public safety reasons juvenile and adult probation supervision should not be cut beyond those cuts already imposed in FY 2002. However, the legislature also decided that the state would reduce its percentage of probation state aid to Maricopa and Pima counties by transferring a portion of current state funding to the counties. The net affect of this "shift" is to require the two urban counties to pay a slightly higher percentage of the total cost of probation operations.
MANDATE DESCRIPTION	During fiscal year 2002-03, a total of $2,388,198 is to be paid to the Administrative Office of the Courts in quarterly payment of $597,049.50 by August 22, 2002, October 1, 2002, January 1, 2003, and April 1, 2003.

Mandatory Payment to State of Arizona	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ 1,907,297	$ 480,901.00	$ 2,388,198

Adult Probation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
110 ADULT PROBATION

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 10,429,048	$ 3,675,374	$ 106,542	$ 14,210,964	$ -
SPECIAL REVENUE	40,078,517	1,895,050	-	41,973,567	41,973,567
SUB-TOTAL	$ 50,507,565	$ 5,570,424	$ 106,542	$ 56,184,531	$ 41,973,567
TOTAL FUNDS	$ 50,507,565	$ 5,570,424	$ 106,542	$ 56,184,531	$ 41,973,567

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

110 ADULT PROBATION

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	33,647,565	38,473,935	38,473,935	31,246,714	32,040,428	33,189,126	(5,284,809)	-14%
635 OTHER CHARGES FOR SERVICES	7,155,026	7,026,902	7,026,902	6,932,460	7,630,077	8,622,305	1,595,403	23%
637 FINES & FORFEITS	127,497	-	-	513,540	-	120,000	120,000	
645 INTEREST EARNINGS	-	-	-	103,865	16,546	42,136	42,136	
650 MISCELLANEOUS REVENUE	363,050	-	-	-	-	-	-	
Total Revenue	$ 41,293,138	$ 45,500,837	$ 45,500,837	$ 38,796,579	$ 39,687,051	$ 41,973,567	$ (3,527,270)	-8%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 36,389,181	$ 40,483,108	$ 41,486,729	$ 38,860,712	$ 38,561,858	$ 38,929,114	$ 2,557,615	6%
705 TEMPORARY PAY	841,170	590,004	590,004	926,789	80,712	80,712	509,292	86%
710 OVERTIME	455,952	50,000	50,000	106,132	41,352	41,352	8,648	17%
750 FRINGE BENEFITS	7,138,150	8,644,662	8,782,865	8,420,708	9,724,722	9,199,017	(416,152)	-5%
790 OTHER PERSONNEL SERVICES	26,627	34,367	34,367	1,129,916	50,898	2,174,819	(2,140,452)	-6228%
795 PERSONNEL SERVICES ALLOC OUT	-	(60,000)	(60,000)	(15,000)	(40,000)	(40,000)	(20,000)	-33%
796 PERSONNEL SERVICES ALLOC IN	7,000	60,000	60,000	22,000	47,000	122,551	(62,551)	-104%
SubTotal	$ 44,858,080	$ 49,802,141	$ 50,943,965	$ 49,451,257	$ 48,466,542	$ 50,507,565	$ 436,400	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 653,393	$ 3,088,421	$ 2,012,941	$ 725,226	$ 376,900	296,000	1,716,941	85%
802 MEDICAL SUPPLIES	6,649	10,000	10,000	4,044	5,000	5,000	5,000	50%
803 FUEL	17,305	15,682	15,682	13,774	17,626	17,325	(1,643)	-10%
804 NON-CAPITAL EQUIPMENT	858,883	258,516	258,516	229,056	681,813	-	258,516	100%
810 LEGAL SERVICES	31,947	60,000	60,000	69,988	80,419	70,024	(10,024)	-17%
811 HEALTH CARE SERVICES	220,854	305,000	305,000	94,351	150,000	25,000	280,000	92%
812 OTHER SERVICES	2,121,749	3,230,357	3,143,857	712,668	2,343,049	768,535	2,375,322	76%
820 RENT & OPERATING LEASES	765,020	931,593	931,593	835,303	862,225	862,225	69,368	7%
825 REPAIRS AND MAINTENANCE	400,212	600,000	580,000	431,720	274,443	213,575	366,425	63%
830 INTERGOVERNMENTAL PAYMENTS	-	1,500	1,500	477	-	2,519,525	(2,518,025)	-167868%
839 INTERNAL SERVICE CHARGES	321,676	381,644	381,644	554,198	531,343	531,343	(149,699)	-39%
842 TRAVEL & EDUCATION	359,803	485,000	485,000	396,260	333,500	140,314	344,686	71%
843 POSTAGE/FREIGHT/SHIPPING	11,005	65,000	65,000	83,166	56,558	56,558	8,442	13%
845 SUPPORT AND CARE OF PERSONS	213,965	92,678	92,678	55,162	65,000	65,000	27,678	30%
850 UTILITIES	-	-	-	86	-	-	-	
880 TRANSFERS OUT	18,949	-	-	-	-	-	-	
890 LOSS ON FIXED ASSETS	-	-	-	1,703	-	-	-	
SubTotal	$ 6,001,410	$ 9,525,391	$ 8,343,411	$ 4,207,182	$ 5,777,876	$ 5,570,424	$ 2,772,987	33%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	189,660	60,000	60,000	-	-	-	60,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	17,182	18,500	18,500	-	-	-	18,500	100%
950 DEBT SERVICE	-	-	-	-	-	106,542	(106,542)	
SubTotal	$ 206,842	$ 78,500	$ 78,500	$ -	$ -	$ 106,542	$ (28,042)	-36%
Total Expenditures	$ 51,066,332	$ 59,406,032	$ 59,365,876	$ 53,658,439	$ 54,244,418	$ 56,184,531	$ 3,181,345	5%
Operating Balance (Rev. - Exp.)	$ (9,773,194)	$ (13,905,195)	$ (13,865,039)	$ (14,861,860)	$ (14,557,367)	$ (14,210,964)	$ (345,925)	-2%

Position Distribution

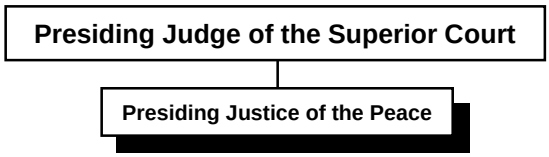
POSITION DISTRIBUTION - FY 2002-03 ADOPTED
110 ADULT PROBATION

WORKING TITLE	FTE
ADMINISTRATIVE COORDINATOR II	13.0
ADMINISTRATIVE COORDINATOR III	24.0

Adult Probation (Continued)

WORKING TITLE	FTE
ADMINISTRATIVE COORDINATOR IV	7.0
ADMINISTRATIVE COORDINATOR V	4.0
ADMINISTRATIVE COORDINATOR VI	9.0
ADMINISTRATOR III	1.0
ADULT EDUCATION INSTRUCTOR II	5.0
ADULT EDUCATION INSTRUCTOR III	2.0
ADULT PROBATION CHIEF OFFCR	1.0
ADULT PROBATION DEPUTY CHIEF OFFICER	3.0
ADULT PROBATION OFFICER II	1.0
ADULT PROBATION OFFICER III	596.5
ADULT PROBATION OFFICER IV	72.0
ADULT PROBATION OFFICER V	9.0
ADULT PROBATION SURVEILLANCE OFFICER II	6.0
ADULT PROBATION SURVEILLANCE OFFICER III	116.0
ADULT PROBATION TRAINING & DEVELOPMENT COORDINATOR	1.0
BUSINESS ANALYST LEAD	2.0
CASE ADMINISTRATOR	13.0
CLIENT/SERVER PROGRAMMER ANALYST - LEAD	2.0
COLLECTOR	13.0
COMMUNICATION SYSTEMS OPERATOR	12.0
COUNSELOR II	34.0
COUNSELOR III	2.0
COURT INFORMATION PROCESSOR III	110.5
COURT INFORMATION PROCESSOR IV	2.0
COURT INFORMATION PROCESSOR V	1.0
DATABASE ADMINISTRATOR	1.0
FACILITIES PROJECT COORDINATOR I	1.0
HUMAN RESOURCES MANAGER	1.0
INFORMATION COORDINATOR	1.0
INFORMATION SYSTEMS HELP DESK COORDINATOR	1.0
INFORMATION SYSTEMS HELP DESK COORDINATOR I	5.0
INFORMATION TECHNOLOGY TRAINER - SENIOR	2.0
JUDICIAL ADMINISTRATOR II	1.0
JUDICIAL ADMINISTRATOR III	8.0
JUDICIAL ADMINISTRATOR IV	1.0
JUDICIAL ASSISTANT II	1.0
JUDICIAL SERVICES ADMINISTRATOR II	1.0
JUDICIAL SERVICES ADMINISTRATOR III	1.0
JUDICIAL SERVICES ADMINISTRATOR V	4.0
LAN ADMININISTRATOR - LEAD	1.0
LAN ADMINISTRATOR - SENIOR	1.0
LAN MANAGER	1.0
LEAD COMMUNICATIONS SYSTEMS OPERATOR	1.0
LEGAL ASSISTANT	1.0
MANAGEMENT ANALYST III	2.0
MANAGEMENT ANALYST IV	1.0
MANAGER, HELP DESK	1.0
MANAGER, MICROCOMPUTER TECHNOLOGY	1.0
PC LAN TECHNICIAN II	6.0
PC LAN TECHNICIAN III	1.0
PRESENTENCE SCREENER I	45.0
PROGRAM COORDINATOR I	3.0
PROGRAM COORDINATOR II	10.0
PROGRAMMER ANALYST II	1.0
PROJECT LEADER	1.0
PROJECT MANAGER, APPLICATIONS	2.0
PUBLIC WORKS LEAD	1.0
SERVICE WORKER IV	2.0
VICTIM WITNESS ADVOCATE	1.0
TOTAL	**1,174.0**

Justice Courts



Mission

The mission of the Maricopa County Justice Courts is to provide professional judicial services for court customers so they can obtain timely and economical justice within their community.

Vision

The vision of the Maricopa County Justice Courts is to provide community-based, user-friendly, efficient and professional justice.

Goals

- By January 2002, the Justice Courts will produce educational programs to educate the public about the unique services provided by the Justice Courts.
- By June 2002, the Justice Courts will implement a comprehensive security program at all Justice Court locations, thus reducing the threat of harm to staff and court users.
- By July 2002 we will identify and maintain an appropriate staffing level for the Justice Court system to support justice court processes.
- By July 2002, enhance service delivery through a comprehensive volunteer program which measures volunteer hours and additional services rendered.
- By December 31, 2002, develop a formula for and identify sites for Justice Court locations based on population and corresponding demographics for an appropriate number of additional Justice Courts by 2006.
- By July 2003, process all case types within timeframes established by the National Trial Court Performance Standards and or statutory requirements.

Issues

- The increase in the population will increase the demand for Justice Court services.
- Increasing technology will reduce personal contact with customers, while placing additional demands on staff and facilities.
- The increasing demand for Justice Courts Services will challenge us to deliver services more efficiently.
- An integrated court/law enforcement information system will improve information sharing and improve service throughout the court and law enforcement community.
- A diverse array of unmet customer expectations leads to dissatisfaction, but presents opportunities for Justice Courts to enhance service delivery.
- Funding limitations and associated resource management challenges may reduce the Justice Courts capacity to properly serve the community.
- The potential implementation of initiatives reducing individual justice courts' autonomy will create new challenges for the department to ensure that their customers can access a swift and economical forum of justice within the community.

Justice Courts (Continued)

- The challenges of attracting and retaining a qualified workforce will impact adversely the ability of the Justice Courts to deliver services.
- The volatile and emotional nature of the issues handled by the Justice Courts may threaten court security and employee/customer safety.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
JUSTICE COURTS
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CASE PROCESSING	$ 7,514,463	$ 377,671	$ -	$ 7,892,134	$ 8,334,627
COURT SERVICES	1,363,774	209,666	-	1,573,440	608,633
ADMINISTRATIVE SERVICES PROGRA	1,463,754	3,407,825	-	4,871,579	1,706,187
INFORMATION TECHNOLOGY PROGRAM	-	18,071	208,000	226,071	-
UNALLOCATED/INDIRECT COSTS	2,342,936	261,139	18,898	2,622,973	3,253,952
Total	$ 12,684,927	$ 4,274,372	$ 226,898	$ 17,186,197	$ 13,903,399

Key Performance Measures

Program Name: Case Processing

Program Purpose: The purpose of the Case Processing program is to provide adjudication for affected parties so they can have legal resolution to the issues confronting them.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of civil cases adjudicated within a specified time period	0	0	N/A	0
Percent of civil cases that go to trial	0	0	N/A	12.5
Percent of civil traffic cases adjudicated within a specified time period	0	0	N/A	0
Percent of civil traffic cases filed that go to hearing	0	0	N/A	3.5
Percent of felony cases processed within a specified time period	0	0	N/A	0
Percent of landlord/tenant dispute cases adjudicated within a specified time period (commercial and residential)	0	0	N/A	0
Percent of misdemeanor cases adjudicated within a specified time period	0	0	N/A	N/A
Percent of small claim cases adjudicated within a specified time period	0	0	N/A	0
Percent of protective injunction cases with orders issued ex parte	N/A	N/A	N/A	86

Justice Courts (Continued)

Program Name: Court Services

Program Purpose: The purpose of the Court Services program is to provide non-case processing services for the Justice Courts and court customers so that they can be obtain other services that are reliable, timely, convenient, and within a safe environment.

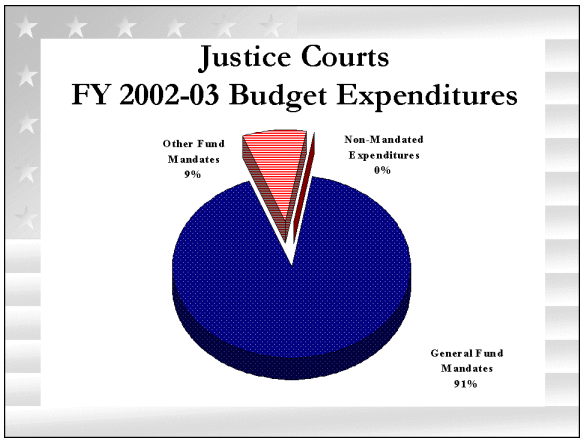
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Justices of the Peace that meet the training requirements mandated by the Arizona Supreme Court Committee on Judicial Education and Training (COJET)	96	100	N/A	100
Percent of Justice Court Staff meeting the training requirements mandated by the Arizona Supreme Court Committee on Judicial Education and Training (COJET)	99	100	N/A	100
Percent of total marriage licenses issued by the Justice Courts as compared to those issue by Clerk of the Court	47	49	N/A	N/A
Percent of Financial Reports completed on-time	90	93	N/A	N/A
Percent of court customers prevented from entering the court with weapons	0	0	N/A	N/A

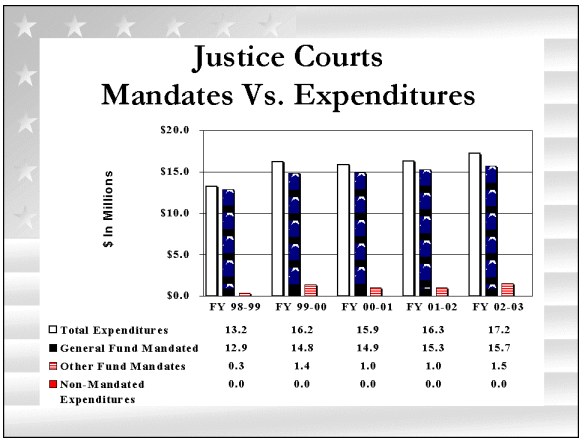
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 12,887,250	$ 332,830	$ 13,220,080
FY 1999-00 Actuals	$ 14,767,834	$ 1,444,760	$ 16,212,594
FY 2000-01 Actuals	$ 14,876,927	$ 986,865	$ 15,863,792
FY 2001-02 Estimate	$ 15,309,720	$ 985,846	$ 16,295,566
FY 2002-03 Adopted Budget	$ 15,710,924	$ 1,475,273	$ 17,186,197

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 12,887,250	$ 332,830	$ 13,220,080
FY 1999-00 Actuals	$ 14,767,834	$ 1,444,760	$ 16,212,594
FY 2000-01 Actuals	$ 14,876,927	$ 986,865	$ 15,863,792
FY 2001-02 Estimate	$ 15,309,720	$ 985,846	$ 16,295,566
FY 2002-03 Adopted Budget	$ 15,710,924	$ 1,475,273	$ 17,186,197

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Justice Courts (Continued)

Mandate Information

TITLE	Justices of the Peace
AUTHORITY	Constitution Article 6, § 32 Superior and other courts; qualification of judges; A.R.S. §§ 22-101 through 22-125 Justice Precincts and Precinct Officers; A.R.S. §§ 22-201 through 22-284 Civil Proceedings in Justice Courts; A.R.S. §§ 22-301 through 22-375 Criminal Proceedings in Justice Courts, and Small Claims A.R.S. §§ 22-501 through 22-524
HISTORY/ BACKGROUND	The office of the Justice of the Peace is established in the Arizona Constitution. The Constitution was amended in 1990 to increase Civil Jurisdiction to $10,000 or less.
MANDATE DESCRIPTION	The Board of Supervisors can create, change and abolish justice precincts, but may not abolish a precinct until the expiration of terms of office of the present Justice and Constable. Justices of the Peace may act in other precincts within the County. The County must pay for office rent, stationary, telephone, lights, official travel expenses when the Justice of the Peace is outside of h/her precinct and 60% of the salary and benefits of the Justice. Justices of the Peace salaries are established by judicial productivity credits, which entitle them to varying percentages of the salary of the Superior Court Judge ranging from 25% to 70% (A.R.S §§ 22-125). Justices of the Peace are required to prepare a schedule of misdemeanor traffic violations and specific amounts of bail each; they are also required to prepare a schedule of civil traffic violations and the specific amount of deposit for each. The Superior Court Presiding Judge may appoint Justices of the Peace Pro Tempore with approval of the Board of Supervisors. Justices Pro Tempore are entitled to compensation as set for elected Justices in the precincts in which they serve. The County must pay the cost of their salaries plus facilities, staff, and supplies. Justices of the Peace are required to keep civil and criminal dockets.

Justice Courts (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
240 JUSTICE COURTS

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 12,448,828	$ 3,262,096	$ -	$ 15,710,924	$ 12,633,446
SPECIAL REVENUE	236,099	1,012,276	226,898	1,475,273	1,269,953
SUB-TOTAL	$ 12,684,927	$ 4,274,372	$ 226,898	$ 17,186,197	$ 13,903,399
TOTAL FUNDS	$ 12,684,927	$ 4,274,372	$ 226,898	$ 17,186,197	$ 13,903,399

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

240 JUSTICE COURTS

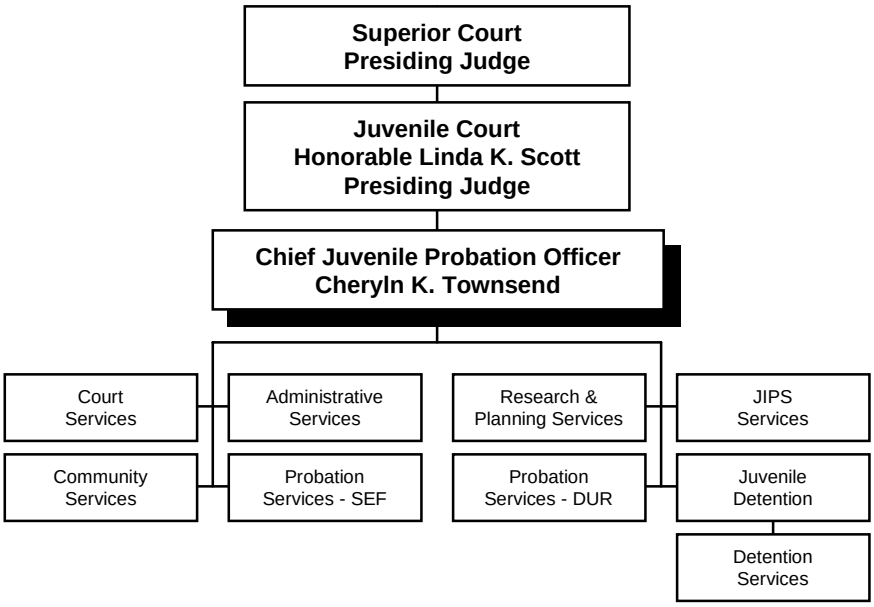
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	(15,158)	-	265,500	84,894	265,500	247,769	(17,731)	-7%
620 OTHER INTERGOVERNMENTAL	517,867	833,871	833,871	833,871	783,261	895,185	61,314	7%
635 OTHER CHARGES FOR SERVICES	2,787,382	2,753,395	2,753,395	2,954,906	2,967,167	2,967,167	213,772	8%
637 FINES & FORFEITS	9,434,696	9,176,314	9,176,314	9,060,671	9,336,126	9,636,320	460,006	5%
645 INTEREST EARNINGS	-	-	-	5,899	17,320	17,320	17,320	
650 MISCELLANEOUS REVENUE	222,847	123,858	123,858	136,631	139,638	139,638	15,780	13%
Total Revenue	$ 12,947,634	$ 12,887,438	$ 13,152,938	$ 13,076,872	$ 13,509,012	$ 13,903,399	$ 750,461	6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 8,851,948	$ 9,279,992	$ 9,717,419	$ 9,290,433	$ 9,827,788	$ 9,797,336	$ (79,917)	-1%
705 TEMPORARY PAY	566,104	607,580	589,762	502,144	425,674	425,675	164,087	28%
710 OVERTIME	166,342	98,363	95,504	26,247	98,362	30,000	65,504	69%
750 FRINGE BENEFITS	1,819,331	2,179,281	2,242,780	2,026,598	2,587,011	2,426,317	(183,537)	-8%
790 OTHER PERSONNEL SERVICES	16,224	-	14,754	18,756	119,587	5,599	9,155	62%
795 PERSONNEL SERVICES ALLOC OUT	(250)	-	-	(866)	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	4,346	-	-	-	
SubTotal	$ 11,419,699	$ 12,165,216	$ 12,660,219	$ 11,867,658	$ 13,058,422	$ 12,684,927	$ (24,708)	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 327,090	$ 410,342	$ 406,942	$ 379,788	$ 288,206	288,206	118,736	29%
803 FUEL	1,184	500	500	650	-	650	(150)	-30%
804 NON-CAPITAL EQUIPMENT	108,117	86,355	71,355	48,215	70,200	55,201	16,154	23%
810 LEGAL SERVICES	298,303	202,400	202,400	363,020	228,079	228,079	(25,679)	-13%
811 HEALTH CARE SERVICES	-	-	-	127	-	-	-	
812 OTHER SERVICES	476,680	120,688	119,689	130,626	174,169	174,168	(54,479)	-46%
820 RENT & OPERATING LEASES	2,472,127	2,584,816	2,623,779	2,654,515	3,051,968	3,051,969	(428,190)	-16%
825 REPAIRS AND MAINTENANCE	58,861	91,750	91,750	81,252	112,250	81,250	10,500	11%
830 INTERGOVERNMENTAL PAYMENTS	-	32,146	32,146	16,074	-	-	32,146	100%
839 INTERNAL SERVICE CHARGES	258,863	175,810	173,320	166,283	172,617	159,896	13,424	8%
842 TRAVEL & EDUCATION	107,374	223,582	203,257	143,220	139,543	109,543	93,714	46%
843 POSTAGE/FREIGHT/SHIPPING	11,616	130,400	122,900	121,374	115,410	115,410	7,490	6%
850 UTILITIES	31,747	45,000	45,000	38,956	10,000	10,000	35,000	78%
SubTotal	$ 4,151,960	$ 4,103,789	$ 4,093,038	$ 4,144,100	$ 4,362,442	$ 4,274,372	$ (181,334)	-4%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	292,132	415,729	415,729	200,808	131,898	226,898	188,831	45%
950 DEBT SERVICE	-	-	-	83,000	78,000	-	-	
SubTotal	$ 292,132	$ 415,729	$ 415,729	$ 283,808	$ 209,898	$ 226,898	$ 188,831	45%
Total Expenditures	$ 15,863,792	$ 16,684,734	$ 17,168,986	$ 16,295,566	$ 17,630,762	$ 17,186,197	$ (17,211)	0%
Operating Balance (Rev. - Exp.)	$ (2,916,158)	$ (3,797,296)	$ (4,016,048)	$ (3,218,694)	$ (4,121,750)	$ (3,282,798)	$ 733,250	18%

Justice Courts (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 240 JUSTICE COURTS WORKING TITLE	FTE
ACCOUNTANT II	1.0
ACCOUNTANT III	1.0
ADMINISTRATIVE ASSISTANT II	2.0
ADMINISTRATIVE COORDINATOR II	1.0
ADMINISTRATIVE COORDINATOR IV	1.0
ADMINISTRATIVE COORDINATOR V	1.0
BUSINESS ANALYST LEAD	1.0
CLIENT SERVER PROGRAMMER ANALYST-LEAD	1.0
COURT INFORMATION PROCESSOR II	0.8
COURT SECURITY SUPERVISOR	1.0
EMPLOYEE RELATIONS MANAGER	1.0
FISCAL MANAGEMENT COORDINATOR	1.0
HELP DESK COORDINATOR	1.0
HUMAN RESOURCES COORDINATOR	1.0
IT MANAGER	1.0
JUDICIAL ADMINISTRATOR IV	1.0
JUDICIAL SERVICES ADMINISTRATOR III	1.0
JUDICIAL SERVICES ADMINISTRATOR V	1.0
JUSTICE COURT ADMINISTRATOR	1.0
JUSTICE COURT CLERK I	87.3
JUSTICE COURT CLERK II	14.0
JUSTICE COURT CLERK III	53.0
JUSTICE COURT CLERK IV	22.0
JUSTICE COURT CLERK V	23.0
JUSTICE COURT COLLECTOR	20.0
JUSTICE COURT DEPUTY ADMINISTRATOR	1.0
JUSTICE OF THE PEACE	23.0
MANAGEMENT ANALYST IV	2.0
PC LAN TECHNICIAN	1.0
PUBLIC INFORMATION OFFICER	1.0
SECURITY GUARD	2.0
SECURITY GUARD I	27.0
SENIOR MAINFRAME ANALYST	1.0
SYSTEM/NETWORK ADMINISTRATOR	1.0
TRAINING & DOCUMENTATION SPECIALIST	1.0
TOTAL	**299.1**

Juvenile Probation



Mission

The Mission of the Maricopa County Juvenile Probation Department is to provide information, services, and programs to county residents so they can resolve problems associated with juvenile crime.

Vision

We envision Maricopa County as being a place where: Juveniles who come into contact with the Department become responsible citizens; Victims of juvenile crime experience justice; The Public feels safer.

Goals

- At each step of involvement with the Probation Department where over-representation or differential treatment is noted, starting in FY 2002, we will institute training programs and/or services to reverse the trend.
- We will recruit and fund staff positions that, by FY 2003 result in the following retention rates: YS: 0 - 2 years @ 85% 3 - 5 years @ 90% Over 5 years @ 95% All Other Positions: 0 - 2 years @ 90% 3 - 5 years @ 90% Over 5 years @ 95% and acheive and maintain an average staffing of 96.5% filled positions by July, 2003.
- Analyze and evaluate current and projected client service needs by June, 2002. By February 2003, a departmental plan will be developed in conjunction with other governmental and community based agencies that will identify a continuum of service delivery options. By June 30, 2004 we will have implemented at least 50% of the continuum in alignment with available research and “Best Practice.”
- Eighty five percent of our employees will be satisfied or very satisfied with their employment at MCJPD by FY 2004.

Juvenile Probation (Continued)

- In FY 2001 determine (a) the amount of undistributed Restitution funds, and (b) the average number of days it takes to distribute funds. In FY 2002, decrease by 20% the number of days it takes to distribute the funds.

Issues

- The need to recruit qualified staff is impacted by increased competition among the public and private sector. This will challenge the department's ability to staff the expansion of the agency.
- A large percentage of juveniles and families referred to the Court experience psychological, behavioral, educational and social problems in addition to delinquency. The impact on our department is that we must develop and fund programs that meet these needs in order to change behavior.
- Communities perceive that there is little or no connection between their lives and "The Justice System". This creates a situation of reduced community support and approval of our efforts.
- Maricopa County is the fastest growing county in the United States. The impact on the probation department has been unprecedented growth an decentralization resulting in staff feeling separated and isolated from each other and lacking purpose.
- Research results leading toward better diagnostics and treatment, political forces, and other forces combine to create a situation in which our personnel require more and more specialized knowledge.
- The over-representation of minorities throughout the juvenile justice system results in resentment, hostility, and distrust of our Department.
- Other political and legislative agendas require resources from our department and impact our ability to focus on our identified goals and priorities.
- Treatment funding is not going to rise to the level needed to properly serve our juvenile population. Our department is challenged to do more with less.
- The Court has undistributed funds allocated for victim restitution. This negatively affects public perception of the court, probation, and the juvenile justice system.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
JUVENILE PROBATION
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMMUNITY JUSTICE PROGRAM	$ 17,818,734	$ 927,431	$ -	$ 18,746,165	$ -
DETENTION PROGRAM	11,366,310	1,380,929	908,821	13,656,060	-
OPERATIONAL SUPPORT PROGRAM	287,702	10,253	-	297,955	-
ADMINISTRATIVE SERVICES PROG	1,398,263	4,332,178	-	5,730,441	19,072,563
INFORMATION TECHNOLOGY PROGRAM	1,074,138	174,810	23,750	1,272,698	-
UNALLOCATED/INDIRECT COSTS	5,382,842	1,378,733	107,416	6,868,991	18,002
Total	$ 37,327,989	$ 8,204,334	$ 1,039,987	$ 46,572,310	$ 19,090,565

Juvenile Probation (Continued)

Key Performance Measures

Program Name: Community Justice Program

Program Purpose: The purpose of the Community Justice Program is to provide the residents of Maricopa County a juvenile justice system in which: offenders are held accountable and given the opportunity and encouragement to change; victims are acknowledged and compensated; and the community is actively involved, so that juveniles become personally responsible and community safety is enhanced.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of juveniles completing probation successfully	87	89	91.7	91
Percent of juveniles who complete programs without reoffending	N/A	N/A	79.02	78
Percent of juveniles successfully completing diversion programs	N/A	N/A	80.7	79
Percent reduction in number of days to distribute restitution	N/A	N/A	4.8	8

Program Name: Detention Program

Program Purpose: The purpose of the Detention Program is to provide a secure and safe custody in an environment that promotes skill-building, accountability, and responsible citizenship to detained juveniles, so they can become responsible citizens and the public safety is enhanced.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of detainees requiring Class I Incident Reports	N/A	N/A	3.1	3.1
Percent of detainees completing cognitive skills programs	N/A	N/A	60.5	60.5

Program Name: Operational Support Program

Program Purpose: The purpose of the Operational Support Program is to provide our employees with intellectual and emotional support so they will grow professionally.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of employees who report they feel safe in doing their job	N/A	N/A	71	75
Amount of revenue collected from Probation and Diversion Fees	N/A	N/A	1,199,531	1,199,531

Juvenile Probation (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 17,115,615	$ 11,312,751	$ -	$ 28,428,366
FY 1999-00 Actuals	$ 17,538,982	$ 24,955,845	$ -	$ 42,494,827
FY 2000-01 Actuals	$ 10,577,644	$ 26,938,197	$ -	$ 37,515,841
FY 2001-02 Estimate	$ 10,532,920	$ 27,550,203	$ 350,185	$ 38,433,308
FY 2002-03 Adopted Budget	$ 11,608,350	$ 34,183,714	$ 780,246	$ 46,572,310

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 17,115,615	$ 11,312,751	$ -	$ 28,428,366
FY 1999-00 Actuals	$ 17,538,982	$ 24,955,845	$ -	$ 42,494,827
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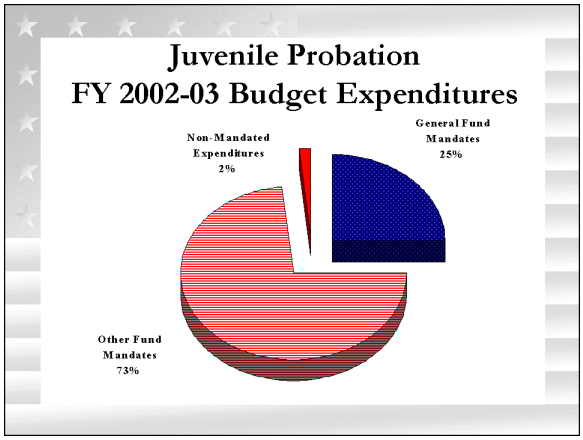
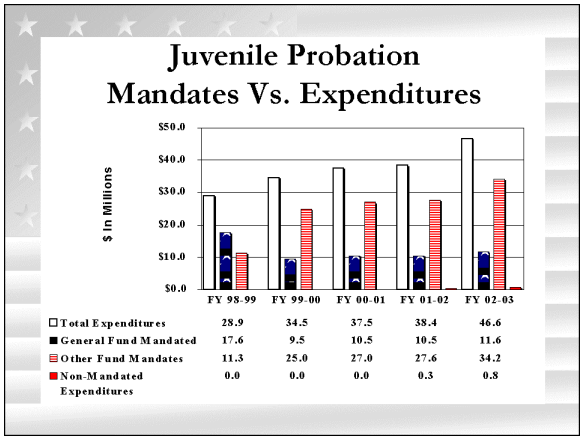
FY 2002-03 Adopted Budget	$ 11,608,350	$ 34,183,714	$ 780,246	$ 46,572,310

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Juvenile Court*
AUTHORITY	Constitution Article 6 § 15 Superior Court ; Procedures Affecting Children; A.R.S. §§ 8-101 Through 8-863 Juvenile Court
HISTORY/ BACKGROUND	The Juvenile Court is a part of the Superior Court, headed by a Juvenile Presiding Judge. While most of the funding for Juvenile Court is provided by County revenue sources, a significant portion is funded through Federal and State grant awards.
MANDATE DESCRIPTION	The Juvenile Court has jurisdiction over all cases involving crimes committed by persons under 18 years of age, including some traffic offenses. The Juvenile Court also has jurisdiction over all adoptions, cases of neglect and abuse, termination of parental rights, Title 8 guardianships and other child-related matters. Juvenile Probation: The number of deputy probation officers must not exceed one for every thirty-five children under protective supervision or probation. Juvenile Detention: The Board of Supervisors is required to "maintain a detention center separate and apart from a jail or lock-up in which adults are confined where children alleged to be delinquent or incorrigible…shall, when necessary before or after hearing, be detained." The Juvenile Intensive Probation program is also required by statute, but is fully funded by the State.

Juvenile Probation (Continued)

* The Juvenile Court has jurisdiction over all cases involving crimes committed by juveniles, therefore, total mandated expenditures for the Juvenile Court program is considered to be the consolidated Juvenile Probation department expenditures. In order to avoid double counting, the Juvenile Court program mandate calculation equals total department expenditures minus all other Juvenile Probation mandated program expenditures.

Community Services	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 1,015,176	$ 3,468,096	$ -	$ 4,483,272
FY 1999-00 Actuals	$ 1,099,238	$ 4,450,762	$ -	$ 5,550,000
FY 2000-01 Actuals	$ 1,159,327	$ 4,762,544	$ -	$ 5,921,871
FY 2001-02 Estimate	$ 1,683,436	$ 5,369,456	$ -	$ 7,052,892
FY 2002-03 Adopted Budget	$ 1,845,717	$ 5,222,023	$ -	$ 7,067,740

Probation Services	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 5,901,254	$ 6,387,759	$ -	$ 12,289,013
FY 1999-00 Actuals	$ 6,496,986	$ 7,070,617	$ -	$ 13,567,603
FY 2000-01 Actuals	$ 6,996,465	$ 5,138,255	$ -	$ 12,134,720
FY 2001-02 Estimate	$ 6,406,049	$ 5,335,847	$ -	$ 11,741,896
FY 2002-03 Adopted Budget	$ 6,258,601	$ 4,131,038	$ -	$ 10,389,639

Juvenile Detention Center	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 7,746,801	$ 715,369	$ -	$ 8,462,170
FY 1999-00 Actuals	$ 1,534	$ 12,464,294	$ -	$ 12,465,828
FY 2000-01 Actuals	$ 91,296	$ 12,605,830	$ -	$ 12,697,126
FY 2001-02 Estimate	$ 74,988	$ 12,040,717	$ 350,185	$ 12,465,890
FY 2002-03 Adopted Budget	$ 65,478	$ 14,154,231	$ 780,246	$ 14,999,955

Research and Planning Services (RAPS)	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 1,020,549	$ 428,217	$ -	$ 1,448,766
FY 1999-00 Actuals	$ 1,176,896	$ 506,433	$ -	$ 1,683,329
FY 2000-01 Actuals	$ 1,412,601	$ 224,109	$ -	$ 1,636,710
FY 2001-02 Estimate	$ 946,701	$ 350,910	$ -	$ 1,297,611
FY 2002-03 Adopted Budget	$ 1,311,807	$ 346,517	$ -	$ 1,658,324

Executive Services	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 270,809	$ 76,130	$ -	$ 346,939
FY 1999-00 Actuals	$ 289,806	$ 109,176	$ -	$ 398,982
FY 2000-01 Actuals	$ 295,852	$ 137,566	$ -	$ 433,418
FY 2001-02 Estimate	$ 254,178	$ 186,772	$ -	$ 440,950
FY 2002-03 Adopted Budget	$ 331,129	$ 224,486	$ -	$ 555,615

Administrative Services	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 1,584,393	$ 237,180	$ -	$ 1,821,573
FY 1999-00 Actuals	$ 481,564	$ 354,563	$ -	$ 836,127
FY 2000-01 Actuals	$ 622,103	$ 433,037	$ -	$ 1,055,140
FY 2001-02 Estimate	$ 1,167,568	$ 584,816	$ -	$ 1,752,384
FY 2002-03 Adopted Budget	$ 1,795,619	$ 6,438,146	$ -	$ 8,233,765

JIPS	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ -	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ 3,636,856	$ -	$ 3,636,856
FY 2001-02 Estimate	$ -	$ 3,681,685	$ -	$ 3,681,685
FY 2002-03 Adopted Budget	$ -	$ 3,667,273	$ -	$ 3,667,273

Juvenile Probation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
270 JUVENILE PROBATION

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 9,443,369	$ 2,058,036	$ 106,945	$ 11,608,350	$ 18,000
SPECIAL REVENUE	27,884,620	6,146,298	152,796	34,183,714	19,072,565
CAPITAL PROJECTS	-	-	780,246	780,246	-
SUB-TOTAL	$ 37,327,989	$ 8,204,334	$ 1,039,987	$ 46,572,310	$ 19,090,565
TOTAL FUNDS	$ 37,327,989	$ 8,204,334	$ 1,039,987	$ 46,572,310	$ 19,090,565

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

270 JUVENILE PROBATION

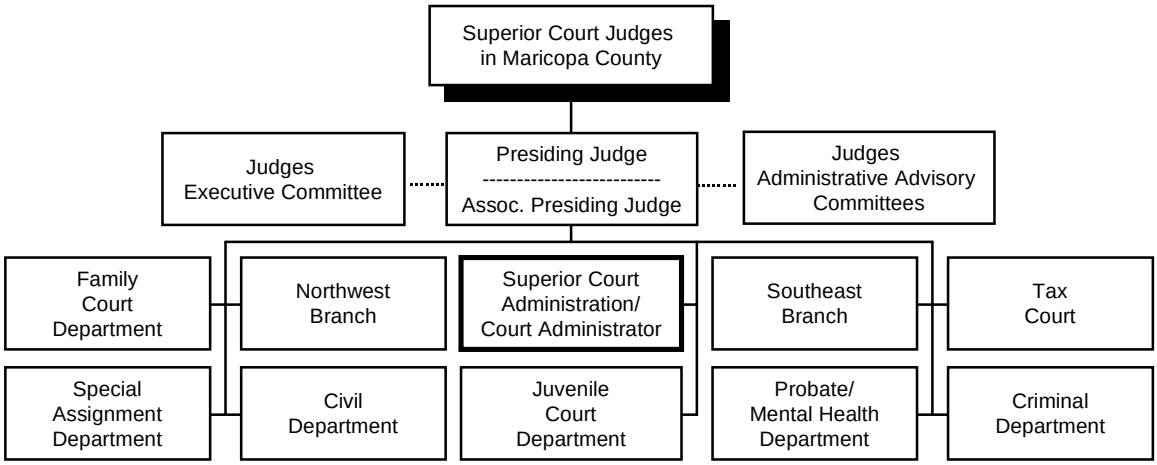
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	13,015,231	14,504,816	18,197,057	13,974,885	18,700,728	17,852,661	(344,396)	-2%
620 OTHER INTERGOVERNMENTAL	-	31,200	31,200	15,600	-	18,000	(13,200)	-42%
635 OTHER CHARGES FOR SERVICES	1,322,270	1,028,727	1,028,727	1,087,238	1,118,545	1,169,904	141,177	14%
645 INTEREST EARNINGS	-	-	-	10,679	-	-	-	
650 MISCELLANEOUS REVENUE	1,132,142	51,400	51,400	12,218	50,000	50,000	(1,400)	-3%
Total Revenue	$ 15,469,643	$ 15,616,143	$ 19,308,384	$ 15,100,620	$ 19,869,273	$ 19,090,565	$ (217,819)	-1%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 24,924,175	$ 27,271,901	$ 28,144,881	$ 26,138,874	$ 28,804,371	$ 28,614,940	$ (470,059)	-2%
705 TEMPORARY PAY	795,574	700,271	696,736	919,175	1,117,224	1,061,202	(364,466)	-52%
710 OVERTIME	868,724	446,200	446,200	232,638	187,996	183,630	262,570	59%
750 FRINGE BENEFITS	5,089,444	6,225,834	6,676,577	5,873,022	7,110,781	7,047,793	(371,216)	-6%
790 OTHER PERSONNEL SERVICES	58,719	611,028	263,920	322,403	165,278	462,029	(198,109)	-75%
795 PERSONNEL SERVICES ALLOC OUT	(898,879)	(918,784)	(918,785)	(897,992)	(989,465)	(1,588,148)	669,363	73%
796 PERSONNEL SERVICES ALLOC IN	898,580	918,784	918,784	907,308	1,251,292	1,546,543	(627,759)	-68%
SubTotal	$ 31,736,337	$ 35,255,234	$ 36,228,313	$ 33,495,428	$ 37,647,477	$ 37,327,989	$ (1,099,676)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 2,067,286	$ 3,259,130	$ 6,124,858	$ 2,306,714	$ 7,213,350	4,324,718	1,800,140	29%
802 MEDICAL SUPPLIES	8,555	7,100	7,100	2,887	7,403	11,504	(4,404)	-62%
803 FUEL	33,972	33,546	33,538	30,716	43,767	36,419	(2,881)	-9%
804 NON-CAPITAL EQUIPMENT	491,287	361,976	286,072	64,021	29,113	-	286,072	100%
810 LEGAL SERVICES	3,037	6,800	6,800	2,680	5,900	5,680	1,120	16%
811 HEALTH CARE SERVICES	85,973	3,400	3,393	47,309	5,850	71,850	(68,457)	-2018%
812 OTHER SERVICES	1,877,269	834,835	839,224	1,351,085	1,038,272	1,609,672	(770,448)	-92%
820 RENT & OPERATING LEASES	296,333	164,400	164,400	215,726	155,855	365,943	(201,543)	-123%
825 REPAIRS AND MAINTENANCE	174,621	155,400	155,400	175,966	189,800	176,955	(21,555)	-14%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	64,456	-	668,600	(668,600)	
839 INTERNAL SERVICE CHARGES	230,020	143,869	143,863	183,520	236,998	361,598	(217,735)	-151%
842 TRAVEL & EDUCATION	298,152	249,193	249,142	385,530	275,950	448,913	(199,771)	-80%
843 POSTAGE/FREIGHT/SHIPPING	32,700	116,500	116,798	77,481	113,600	118,000	(1,202)	-1%
850 UTILITIES	4,858	19,491	19,501	11,352	26,001	4,482	15,019	77%
890 LOSS ON FIXED ASSETS	-	-	-	555	-	-	-	
SubTotal	$ 5,604,063	$ 5,355,640	$ 8,150,089	$ 4,919,998	$ 9,341,859	$ 8,204,334	$ (54,245)	-1%
CAPITAL OUTLAY								
910 LAND	$ -	$ -	$ 17,500	$ -	$ -	$ -	$ 17,500	100%
915 BUILDINGS AND IMPROVEMENTS	50	5,000	-	-	-	766,926	(766,926)	
920 CAPITAL EQUIPMENT	78,223	19,000	24,000	-	-	-	24,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	97,169	-	-	(18,800)	113,000	113,000	(113,000)	
950 DEBT SERVICE	-	976	20,060	36,682	240,676	160,061	(140,001)	-698%
SubTotal	$ 175,442	$ 24,976	$ 61,560	$ 17,882	$ 353,676	$ 1,039,987	$ (978,427)	-1589%
Total Expenditures	$ 37,515,842	$ 40,635,850	$ 44,439,962	$ 38,433,308	$ 47,343,012	$ 46,572,310	$ (2,132,348)	-5%
Operating Balance (Rev. - Exp.)	$ (22,046,199)	$ (25,019,707)	$ (25,131,578)	$ (23,332,688)	$ (27,473,739)	$ (27,481,745)	$ (2,350,167)	-9%

Juvenile Probation (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 270 JUVENILE PROBATION WORKING TITLE	FTE
ACCOUNTANT III	1.0
ADMINISTRATIVE COORDINATOR II	12.0
ADMINISTRATIVE COORDINATOR III	6.0
ADMINISTRATIVE COORDINATOR IV	14.0
BUSINESS ANALYST LEAD	1.0
BUYER II	1.0
BUYER III	1.0
COLLECTOR	3.0
COMPUTER OPERATOR III	1.0
COUNSELOR II	0.5
COUNSELOR III	1.0
COURT INFORMATION PROCESSOR III	51.0
CUSTODIAN III	5.0
DATABASE ANALYST LEAD	2.0
FINANCIAL SERVICES ADMINISTRATOR III	1.0
GRAPHICS EQUIPMENT TECHNICIAN II	1.0
INFORMATION SERVICES ADMINISTRATOR-JUDICIAL	1.0
INFORMATION SYSTEMS HELP DESK COORDINATOR III	4.0
JUDICIAL ADMINISTRATOR III	2.0
JUDICIAL SERVICES ADMINISTRATOR	1.0
JUDICIAL SERVICES ADMINISTRATOR III	1.0
JUDICIAL SERVICES ADMINISTRATOR IV	2.0
JUDICIAL SERVICES ADMINISTRATOR V	1.0
JUVENILE COURT SERVICES ASSISTANT DIRECTOR	4.0
JUVENILE COURT SERVICES DIRECTOR	1.0
JUVENILE PROBATION OFFICER II	6.0
JUVENILE PROBATION OFFICER III	363.0
JUVENILE PROBATION OFFICER IV	42.0
JUVENILE PROBATION OFFICER V	5.0
LAN ADMINISTRATOR	3.0
LAUNDRY WORKER II	6.0
MANAGEMENT ANALYST IV	1.0
MIDRANGE PA SENIOR	1.0
MIDRANGE PROGRAM ANALYST - LEAD	2.0
PHYSICAL EDUCATION-RECREATION COORDINATOR	2.0
PROJECT MANAGER APPLICATIONS	2.0
PROJECT MANAGER, DISTRIBUTED SYSTEMS	1.0
PSYCHOLOGIST	1.0
SERVICE WORKER IV	4.0
YOUTH SUPERVISOR	270.0
TOTAL	**827.5**

Superior Court



Mission

The mission of the Superior Court of Arizona in Maricopa County is to provide access to a public forum for dispute resolution and court services to the public so they can realize timely, fair and individualized justice.

Vision

The Superior Court continually explores ways to improve by experimenting with better methods to resolve disputes and program designs that address civil and criminal issues fairly and without undue delay. We focus on how to be the best at what we do, whether providing a judicial forum or specific customer-centered programs and how to position ourselves to anticipate change, rather than react to it.

Goals

- By December 2003, the Court will provide speedy and fair justice in case processing as follows: -95% of cases shall be disposed in compliance with established trial court standards; -case terminations shall equal or exceed case filings; -pending case inventories shall be reduced by 3%.
- To prevent delay in judicial decisions, by December 2003, 90% of needs assessments and evaluative reports will be made to judges within guidelines adopted by the court.
- Individuals are held accountable and the integrity of the court maintained through monitoring: -100% of probate cases requiring audits and financial accounting within a two year cycle; -80% of court-supervised defendants to comply with pretrial release conditions; -18% of cases complying with court collections orders.
- Families will experience sustainable resolution of their issues through earlier assessment, more individualized, appropriate decision-making, and coordinated use of available resources and court services as evidenced by: -70% cases referred to alternative dispute resolution (ADR) will be resolved by ADR; -50% of cases resolved through ADR will not require further court intervention for two years thereafter.
- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Superior Court (Continued)

- By July 2003, the court and justice agencies will make informed decisions using timely, accurate and comprehensive information provided through an integrated management information system. -100% of information systems with integrated databases by December 2003. -100% of targeted justice and law enforcement business processes that share data by December 2002.

Issues

- Delays in case processing negatively impact the purposes of the Court: 1. To do individual justice in individual cases. 2. To appear to do justice. 3. To provide a forum for the resolution of legal disputes. 4. To protect individuals from the arbitrary use of government power. 5. To provide a formal record of legal status. 6. To deter criminal behavior. 7. To rehabilitate persons convicted of crime. 8. To separate convicted persons from society. 9. To protect the vulnerable.
- The growing complexity of the Court's case processing demands, user needs, and the immediate need for information for decision-making requires an increasingly more sophisticated application of technology in the delivery of system integration, data sharing among justice agencies, and information access by the public.
- The trend toward an increase in workload and case complexity will magnify the need for additional resources and re-engineering of case processing to avoid delay and maintain public trust and confidence in the justice system.
- Increased internal and external demand for improved case monitoring and auditing systems and procedures impact on the Court's ability to meet its mandatory obligations.
- Increasing complexity of court cases, legislative decisions, an expanded definition of family, and a desire by a judiciary unfamiliar with diagnostic adjudication to provide litigants and families with a more meaningful outcome, all drive the Court to provide expert ancillary services, thus taxing the current limited resources and available physical space.
- Population growth, complexity of the justice system, citizen diversity, and the transitory nature of the Maricopa County population have increased the demand for existing and new court services, while available court space, staff, and physical infrastructure have failed to support expansion of court programs or diversification of customer services.
- The public's increasing expectations for the court to provide social and customer services may be inconsistent with the court's role or ability, resulting in continued erosion of public trust in the judicial system.
- Court reform will cause the court to examine and re-evaluate its role and organizational boundaries.
- An uncertain economy, low unemployment, Maricopa County's compensation policies, and a lack of training make it increasingly difficult for the Court to attract and retain a qualified workforce.

Superior Court (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
SUPERIOR COURT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
PRE-ADJUDICATION PROGRAM	$ 160,193	$ 105,275	$ -	$ 265,468	$ 140,579
COURT INFORMATION SERVICES	51,001	24,845	-	75,846	18,627
CASE MANAGEMENT	71,621	51,441	-	123,062	170,078
ADR/EARLY ASSESSMENT	57,271	1,917	-	59,188	110,179
MONITORING/ENFORCEMENT	3,450	544	-	3,994	8,333
COURT OPERATIONS SUPPORT	36,738	7,862	-	44,600	6,661
TRIAL DELIVERY	213,198	74,455	-	287,653	86,226
ADMINISTRATIVE SERVICES PROGRA	88,758	16,612	-	105,370	17,311
INFORMATION TECHNOLOGY PROGRAM	30,658	22,171	111,223	164,052	87,309
UNALLOCATED/INDIRECT COSTS	41,129,308	8,483,184	611,163	50,223,655	9,443,070
Total	$ 41,842,196	$ 8,788,306	$ 722,386	$ 51,352,888	$ 10,088,373

Key Performance Measures

Program Name: Case Management

Program Purpose: The purpose of the Case Management program is to provide caseflow management services to the court so it can advance case progress in a timely manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of criminal cases resolved within established trial court standards	78	77	N/A	90
Percent of civil cases resolved within established trial court standards	70	74	71	85
Percent of Family Court cases (pre-decree) resolved within established trial court standards	83	85	85	90

Program Name: Court Information Services

Program Purpose: The purpose of the Court Information Services program is to provide court, legal and community information resources and services to the public and the court so they can better understand the law and the courts.

Key Results: None Reported

Program Name: Court Operations Support

Program Purpose: The purpose of the Court Operations Support program is to provide internal services to the court and interested parties so they can efficiently resolve court cases in a safe and productive work environment.

Key Results: None Reported

Superior Court (Continued)

Program Name: Early Assessment And Adr Program

Program Purpose: The purpose of the Early Assessment and Alternative Dispute Resolution (ADR) program is to provide screening, intervention and dispute resolution alternatives to litigants and interested parties so they can resolve case-related issues in a timely and appropriate manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent cases referred to ADR reach resolution through ADR services provided	N/A	N/A	65	80

Program Name: Monitoring/Enforcement

Program Purpose: The purpose of the Monitoring/Enforcement program is to provide probate oversight and enforcement services to the court and interested parties so they can assure compliance with judicial reporting and collection requirements and court orders.

Key Results: None Reported

Program Name: Pre-Adjudication Program

Program Purpose: The purpose of the Pre-Adjudication program is to provide pre-file information services and monitoring activity to the court, defendants and interested parties so they can initiate case activity and monitor case progress.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of in-custody cases processed within 24 hours of arrest, including advisements of allegations and determinations on release conditions, attorney status and interpreter needs	100	100	N/A	100

Program Name: Trial Delivery

Program Purpose: The purpose of the Trial Delivery program is to provide adjudication services to litigants and jurors to the court so that cases can proceed to trial and resolution without delay.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent judges receiving Judicial Performance Report with a minimum 80% approval rating	91	N/A	93	95

Program Name: Trial Delivery

Program Purpose: The purpose of the Trial Delivery program is to provide adjudication services to litigants and jurors to the court so that cases can proceed to trial and resolution without delay.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of jurors reporting for service that are sent to a courtroom	N/A	64	N/A	80

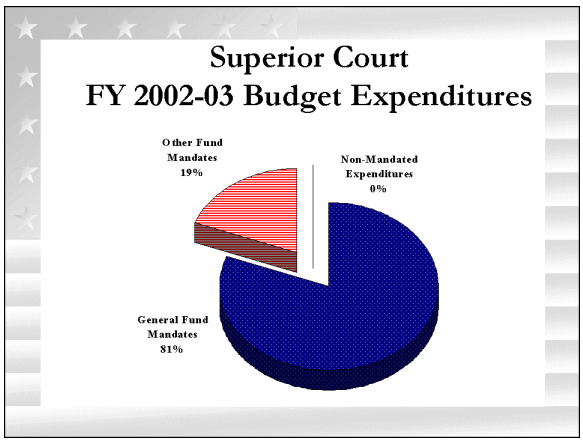
Superior Court (Continued)

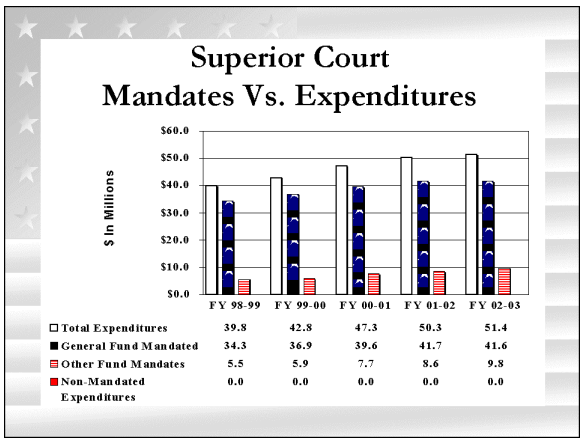
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 34,312,503	$ 5,491,186	$ 39,803,689
FY 1999-00 Actuals	$ 36,925,166	$ 5,859,134	$ 42,784,300
FY 2000-01 Actuals	$ 39,557,639	$ 7,734,379	$ 47,292,018
FY 2001-02 Estimate	$ 41,701,009	$ 8,555,865	$ 50,256,874
FY 2002-03 Adopted Budget	$ 41,595,611	$ 9,757,277	$ 51,352,888

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 34,312,503	$ 5,491,186	$ 39,803,689
FY 1999-00 Actuals	$ 36,925,166	$ 5,859,134	$ 42,784,300
FY 2000-01 Actuals	$ 39,557,639	$ 7,734,379	$ 47,292,018
FY 2001-02 Estimate	$ 41,701,009	$ 8,555,865	$ 50,256,874
FY 2002-03 Adopted Budget	$ 41,595,611	$ 9,757,277	$ 51,352,888

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Superior Court
AUTHORITY	Constitution Article VI. §10 Superior Court; Number Of Judges; Constitution Article VI. §11 Superior Court; Presiding Judges; Duties Constitution Article VI. §24 Superior Court; Court Commissioners, Masters And Referees; Constitution. Article VI. §31 Judges Pro Tempore; A.R.S. §12-128 Salary Of Judges; Payment By State And Counties; A.R.S. §12-141 Appointment Of Judges Pro Tempore; A.R.S. §12-143 Payment Of Salaries And Other Expenses; Providing Facilities; Judicial Employees; A.R.S. §12-161 Definition Of Tax Court; A.R.S.§12-162 Administration Of The Tax Court; Principal Office; Travel Expenses; Facilities; Employees; A.R.S. §12-211, Appointment; Qualifications And Residence (Court Commissioners); A.R.S. §12-213 Commissioners In Certain Counties; Appointment; Powers And Duties; Salary; A.R.S. §12-221, Appointment And Oath (Court Reporter); A.R.S. §12-223 Attendance At And Report Of Proceedings; Sale Of Transcripts; A.R.S. §12-224 Salary; Fees For Transcripts; Free Transcripts; Office Supplies; A.R.S. §12-225 Appointment Of Deputies; Compensation; A.R.S. §12-231 Appointment And Duties (Bailiff); A.R.S. §12-241 Appointment; Court Attendance (Interpreters); A.R.S. §12-242 Interpreters For Deaf Persons; Proceedings; Definitions.
HISTORY/ BACKGROUND	The status of the courts as a separate branch of the government is established by the Federal and state constitutions.
MANDATE DESCRIPTION	Judges/Commissioners/Pro Tems: Every county must have at least one judge of the superior court, and may have additional judges up to a limit of one judge per 30,000 county residents. Superior Court judges may appoint court commissioners, masters, and referees; the presiding judge in counties with three or more superior court judges can appoint commissioners. Judges Salaries are set by the legislature and paid one half by the state and one half by the counties. The presiding judge can request authority from the chief justice of the supreme court to appoint judges pro tempore "subject to the approval of the board of supervisors of the county." The associated support personnel and other operating costs of judges pro tempore must be paid by the county. Tax Court: The Arizona Tax Court is required to be in the Superior Court in Maricopa County. The "county shall fund the personnel and budget requirements' of the Tax Court "as determined by the presiding Judge." Court Reporters: The statutes specify that "each judge of the superior court shall appoint a court reporter." Court Reporters' salaries are fixed by the presiding judge with the approval of the board of supervisors, and must be funded by the county. Bailiffs: "Each Judge … may appoint such bailiffs as necessary to ensure the orderly transaction of the business court." Interpreters: The court is required to provide interpreters for witness and defendants. Aside from the above, a number of laws, court rules, and judicial orders regulate the policies and procedures followed by the Superior Court.

Superior Court (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
380 SUPERIOR COURT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 34,581,113	$ 6,831,398	$ 183,100	$ 41,595,611	$ 293,132
SPECIAL REVENUE	7,261,083	1,956,908	539,286	9,757,277	9,795,241
SUB-TOTAL	$ 41,842,196	$ 8,788,306	$ 722,386	$ 51,352,888	$ 10,088,373
TOTAL FUNDS	$ 41,842,196	$ 8,788,306	$ 722,386	$ 51,352,888	$ 10,088,373

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

380 SUPERIOR COURT

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	2,077,947	3,756,054	3,756,054	3,010,015	4,122,521	2,312,162	(1,443,892)	-38%
620 OTHER INTERGOVERNMENTAL	980,880	1,193,318	1,193,318	1,178,286	1,304,721	1,304,719	111,401	9%
635 OTHER CHARGES FOR SERVICES	4,843,947	5,503,037	5,503,037	5,087,713	5,314,159	5,986,184	483,147	9%
637 FINES & FORFEITS	5,009	-	-	1,052	571	571	571	
645 INTEREST EARNINGS	-	-	-	17,566	54,298	54,298	54,298	
650 MISCELLANEOUS REVENUE	230,900	148,500	148,500	110,644	230,439	430,439	281,939	190%
Total Revenue	$ 8,138,682	$ 10,600,909	$ 10,600,909	$ 9,405,276	$ 11,026,709	$ 10,088,373	$ (512,536)	-5%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 30,303,224	$ 33,582,113	$ 33,926,536	$ 33,285,174	$ 34,195,484	$ 34,045,649	$ (119,113)	0%
705 TEMPORARY PAY	410,608	-	-	371,107	13,227	13,227	(13,227)	
710 OVERTIME	453,394	-	-	192,660	5,684	5,687	(5,687)	
750 FRINGE BENEFITS	4,970,239	5,979,662	6,067,098	6,102,620	7,038,182	6,691,575	(624,477)	-10%
790 OTHER PERSONNEL SERVICES	11,794	1,264,926	1,297,429	217,878	863,837	1,161,606	135,823	10%
795 PERSONNEL SERVICES ALLOC OUT	(598,840)	(1,048,799)	(937,159)	(768,782)	(899,024)	(1,201,140)	263,981	28%
796 PERSONNEL SERVICES ALLOC IN	589,788	701,719	701,719	637,840	823,474	1,125,592	(423,873)	-60%
SubTotal	$ 36,140,206	$ 40,479,621	$ 41,055,623	$ 40,038,497	$ 42,040,864	$ 41,842,196	$ (786,573)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,535,411	$ 2,635,182	$ 2,635,534	$ 2,736,839	$ 2,270,590	2,297,949	337,585	13%
802 MEDICAL SUPPLIES	2	-	-	-	-	-	-	
803 FUEL	2,561	-	2,400	909	610	610	1,790	75%
804 NON-CAPITAL EQUIPMENT	388,176	666,330	470,895	361,111	406,191	128,856	342,039	73%
810 LEGAL SERVICES	4,620,447	4,183,030	4,077,228	3,838,705	4,023,047	3,711,478	365,750	9%
811 HEALTH CARE SERVICES	306,302	283,900	336,640	305,064	328,183	283,956	52,684	16%
812 OTHER SERVICES	2,347,088	1,140,784	947,212	658,137	869,105	846,836	100,376	11%
820 RENT & OPERATING LEASES	773,004	874,154	653,545	696,193	426,779	54,971	598,574	92%
825 REPAIRS AND MAINTENANCE	416,403	651,750	602,284	318,582	572,066	467,542	134,742	22%
839 INTERNAL SERVICE CHARGES	357,315	272,301	292,441	432,266	394,153	394,419	(101,978)	-35%
842 TRAVEL & EDUCATION	294,872	308,500	274,229	336,026	294,125	256,537	17,692	6%
843 POSTAGE/FREIGHT/SHIPPING	40,451	338,109	341,010	365,258	353,555	345,152	(4,142)	-1%
850 UTILITIES	(9)	-	-	(10)	-	-	-	
SubTotal	$ 11,082,023	$ 11,354,040	$ 10,633,418	$ 10,049,080	$ 9,938,404	$ 8,788,306	$ 1,845,112	17%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	69,774	-	7,305	7,303	-	-	7,305	100%
950 DEBT SERVICE	-	-	252,104	161,994	535,000	722,386	(470,282)	-187%
SubTotal	$ 69,774	$ -	$ 259,409	$ 169,297	$ 535,000	$ 722,386	$ (462,977)	-178%
Total Expenditures	$ 47,292,003	$ 51,833,661	$ 51,948,450	$ 50,256,874	$ 52,514,268	$ 51,352,888	$ 595,562	1%
Operating Balance (Rev. - Exp.)	$ (39,153,321)	$ (41,232,752)	$ (41,347,541)	$ (40,851,598)	$ (41,487,559)	$ (41,264,515)	$ 83,026	0%

Superior Court (Continued)

Position Distribution

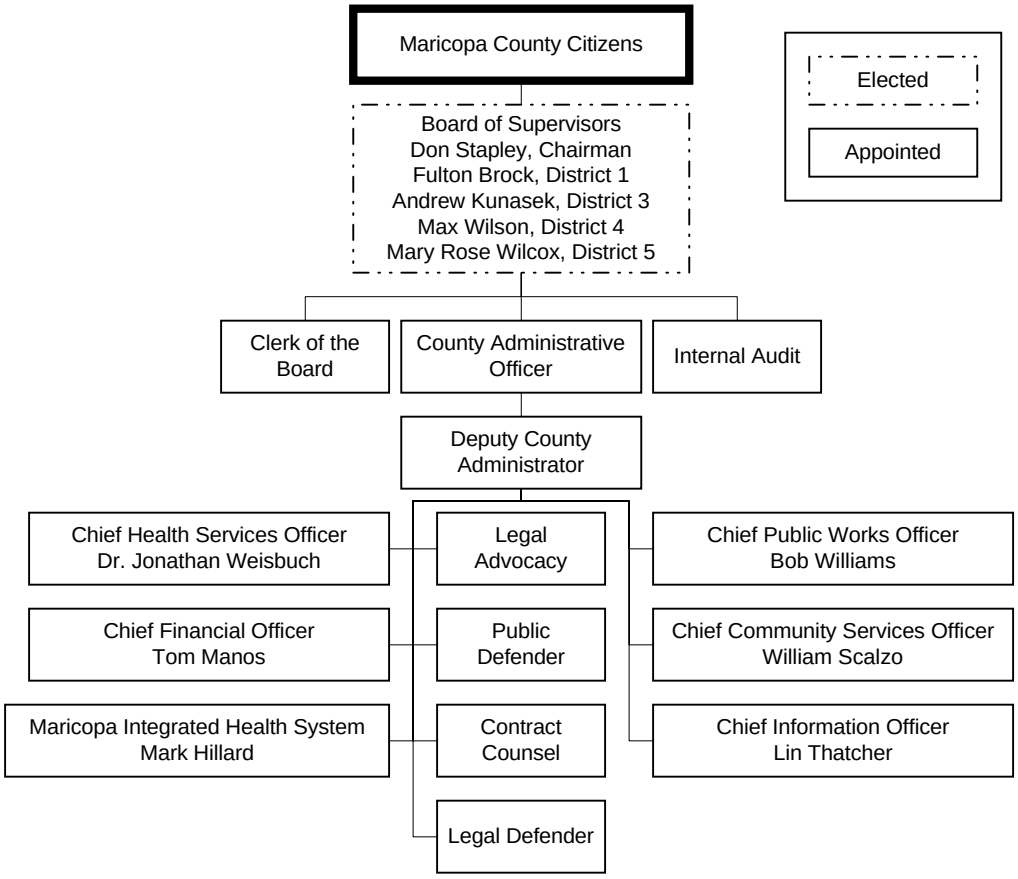
POSITION DISTRIBUTION - FY 2002-03 ADOPTED 380 SUPERIOR COURT WORKING TITLE	FTE
ACCOUNTANT I	2.0
ACCOUNTANT III	1.0
ADMINISTRATIVE ASSISTANT II	9.0
ADMINISTRATIVE ASSISTANT III	9.0
ADMINISTRATIVE COORDINATOR II	27.0
ADMINISTRATIVE COORDINATOR III	21.0
ADMINISTRATIVE COORDINATOR IV	18.0
ADMINISTRATIVE COORDINATOR V	5.0
BAILIFF	85.0
BUILDING MAINTENANCE SUPERINTENDENT	1.0
BUSINESS ANALYST LEAD	2.0
BUYER I	1.0
BUYER III	1.0
BUYER IV	1.0
CASE MANAGEMENT ADMINISTRATOR	5.0
CHIEF DEPUTY COURT ADMINISTRATOR	1.0
CHIEF TECHNOLOGY OFFICER	1.0
CLIENT SERVER PROGRAMMER ANALYST-LEAD	2.0
CLIENT/SERVER PROGRAMMER ANALYST	1.0
CLIENT/SERVER PROGRAMMER ANALYST TOP TECH	2.0
CLIENT/SERVER PROGRAMMER ANALYST-SENIOR	1.0
COMPUTER CENTER DIRECTOR	1.0
COMPUTER OPERATIONS MANAGER	1.0
COMPUTER OPERATIONS SUPERVISOR	1.0
COMPUTER OPERATOR II	2.0
COMPUTER OPERATOR III	3.0
CONCILIATION SERVICES DIRECTOR	1.0
COURT COMMISSIONER	32.0
COURT CONCILIATOR II	13.0
COURT CONCILIATOR III	15.0
COURT CONCILIATOR IV	3.0
COURT CONCILIATOR V	1.0
COURT HUMAN RESOURCES DIRECTOR	1.0
COURT INFORMATION PROCESSOR II	2.0
COURT INFORMATION PROCESSOR III	100.0
COURT INFORMATION PROCESSOR IV	34.5
COURT INFORMATION PROCESSOR V	5.0
COURT INTERPRETER COORDINATOR	1.0
COURT INTERPRETER I	7.0
COURT INTERPRETER II	14.0
COURT INVESTIGATOR II	4.0
COURT REPORTER	79.0
COURT SECURITY SUPERVISOR	4.0
COURT SPECIALIST	1.0
COURT TRAINING & EDUCATION DIRECTOR	1.0
DATABASE ADMINISTRATOR	1.0
FACILITIES PROJECT COORDINATOR I	1.0
GRAPHICS EQUIPMENT TECHNICIAN II	4.0
HUMAN RESOURCES SENIOR ANALYST	3.0
INFORMATION SYSTEMS HELP DESK COORDINATOR I	2.0
INFORMATION SYSTEMS HELP DESK COORDINATOR III	1.0
INFORMATION TECHNOLOGY DIRECTOR	1.0
INFORMATION TECHNOLOGY TRAINER	3.0
INFORMATION TECHNOLOGY TRAINER - SENIOR	2.0
INITIAL APPEAR. COURT ASST. I	3.0
INITIAL APPEAR. COURT ASST. II	4.0
INITIAL APPEAR. COURT DEPUTY SUPERVISOR	1.0

Superior Court (Continued)

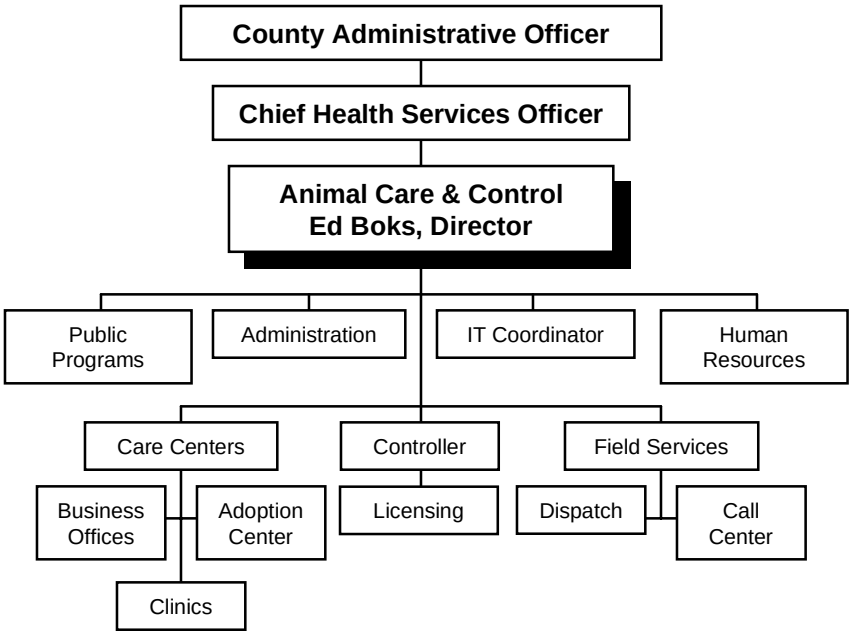
WORKING TITLE	FTE
INITIAL APPEAR. COURT SUPERVISOR	1.0
JUDICIAL ADMINISTRATOR I	1.0
JUDICIAL ASSISTANT	1.0
JUDICIAL ASSISTANT II	114.0
JUDICIAL SERVICES ADMINISTRATOR II	2.0
JUDICIAL SERVICES ADMINISTRATOR III	15.0
JUDICIAL SERVICES ADMINISTRATOR IV	7.0
JUDICIAL SERVICES ADMINISTRATOR V	8.0
JUDICIAL SPECIALIST	20.0
LAN ADMINISTRATOR - SENIOR	1.0
LAW LIBRARIAN II	3.0
LAW LIBRARIAN III	3.0
LAW LIBRARY AIDE	2.0
LAW LIBRARY ASSISTANT DIRECTOR	1.0
LAW LIBRARY ASSISTANT I	2.0
LAW LIBRARY ASSISTANT II	3.0
LAW LIBRARY ASSISTANT III	2.0
LAW RESEARCHER	3.0
MAINFRAME PROGRAMMER/ANALYST	1.0
MAINFRAME PROGRAMMER/ANALYST - LEAD	2.0
MAINFRAME PROGRAMMER/ANALYST - SENIOR	1.0
MANAGEMENT ANALYST II	1.0
MANAGEMENT ANALYST III	4.0
MANAGEMENT ANALYST IV	1.0
MANAGER, APPLICATIONS	1.0
OFFICE SUPERVISOR I	1.0
PC LAN TECHNICIAN III	1.0
PRETRIAL SERVICES ADMINISTRATOR	1.0
PRETRIAL SERVICES OFFICER I	5.0
PRETRIAL SERVICES OFFICER II	1.0
PRETRIAL SERVICES OFFICER III	12.0
PRETRIAL SERVICES OFFICER IV	5.0
PROBATE EXAMINER	2.0
PROBATE REGISTRAR	1.0
PRODUCTION CONTROL ANALYST	2.0
PROJECT MANAGER	2.0
PROJECT MANAGER APPLICATIONS	1.0
PSO II/PSO III	11.0
PSO I/PSO III	5.0
SECURITY GUARD I	74.5
SECURITY GUARD II	1.0
SECURITY MANAGER	1.0
SENIOR LAW RESEARCHER	2.0
SERVICE WORKER IV	1.0
SUPERIOR COURT ADMINISTRATOR	1.0
SUPERIOR COURT DEPUTY ADMINISTRATOR	3.0
SUPERIOR COURT JUDGE	91.0
SYSTEMS ADMINISTRATOR - SENIOR	1.0
SYSTEMS PROGRAMMER - TOP TECH.	1.0
TRADES GENERALIST	1.0
UNIX ADMINISTRATOR	1.0
WEB DEVELOPER	1.0
WEB SITE MANAGER - DEPT.	1.0
TOTAL	**979.0**

Appointed

Organizational Chart



Animal Care and Control Services



Mission

The mission of the Animal Care & Control (ACCS) department is to promote and protect the health, safety and welfare of pets and people in Maricopa County so that citizens can be free from nuisances, diseases and other dangers caused by animals.

Vision

Animal Care and Control Services envisions the day when residents, their property and neighborhoods will be free from the dangers and nuisances of irresponsible pet ownership and when every pet born will be assured of a good home and care all its natural life and will not suffer due to abuse, neglect or ignorance.

Goals

- Achieve a "no kill" environment by FY2006 (euthanasia rate of 3 adoptable animals per human population of 1,000).
- Maintain ACCS personnel vacancy rate at less than or equal to the average County vacancy rate.
- Increase customer satisfaction by 5% by FY 2005 based on the FY 2000 ACCS customer service survey.
- Design, develop and implement a public information, education and volunteer program by FY 2005.
- Design, develop and implement an animal cruelty program that will serve the needs of the citizens of Maricopa County on a cost-effective basis by FY 2004.
- Increase alternative funding to 5% of total ACCS revenue by 2005.
- Achieve a 2-week turnaround for dog license issuance (turnaround defined as time between Maricopa County receiving license renewal and issuance of dog license).

Animal Care and Control Services (Continued)

Issues

- Due to the demand for quality pet adoption, licensing, and contractual field services with the cities and towns, there is substantial pressure on Animal Care & Control to provide high quality, cost-effective and timely animal care and control services.
- Many individuals and agencies have indicated that they welcome opportunities to support progressive ACCS programs involving animal welfare issues. However, a substantial number of valley residents are unaware of these issues and the action Animal Care and Control takes in addressing them. Therefore, Animal Care and Control will continue to be viewed as a refuge for unwanted animals and criticized for destroying adoptable animals.
- There is rapid population growth in Maricopa County which is coupled with the national trend toward "no-kill " animal care programs.
- Animal Control will increasingly depend on grants and donations as alternative funding sources to enhance the scope and delivery of Public Programs.
- Due to market pressure, ACCS will continue to experience problems hiring and retaining quality staff.
- Due to customer complaints on the timeframe for receiving dog licenses, there is significant pressure on the licensing department of Animal Care and Control to increase its ability to issue licenses in a timely manner.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
ANIMAL CARE & CONTROL
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FIELD SERVICES PROGRAM	$ 1,922,007	$ 374,285	$ -	$ 2,296,292	$ 2,373,643
SHELTERING AND ADOPTION PROGRA	2,115,103	1,438,253	-	3,553,356	3,701,009
ADMINISTRATIVE SERVICES PROGRA	697,716	110,904	-	808,620	-
INFORMATION TECHNOLOGY PROGRAM	77,526	12,323	-	89,849	-
UNALLOCATED/INDIRECT COSTS	129,389	2,186,038	286,385	2,601,812	3,689,102
Total	$ 4,941,741	$ 4,121,803	$ 286,385	$ 9,349,929	$ 9,763,754

Key Performance Measures

Program Name: Field Services Program

Program Purpose: The purpose of the Field Services Program is to provide animal control services to the citizens of Maricopa County through contracts with participating Cities and Towns and the unincorporated areas within the County so the citizens can be free from the health and safety dangers of stray dogs and cats.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of calls dispatched to Animal Control Officers within 10 minutes	N/A	N/A	N/A	98
Percent of Maricopa County citizens satisfied with the field call	N/A	N/A	N/A	98
Percent of calls made to the call center that are answered	N/A	N/A	N/A	98

Animal Care and Control Services (Continued)

Program Name: Sheltering And Adoption Program

Program Purpose: The purpose of the Sheltering and Adoption Program is to provide modern humane sheltering and professional adoption services to the people of Maricopa County so that they can manage animal issues in a humane, caring manner and adopt healthy well adjusted animals.

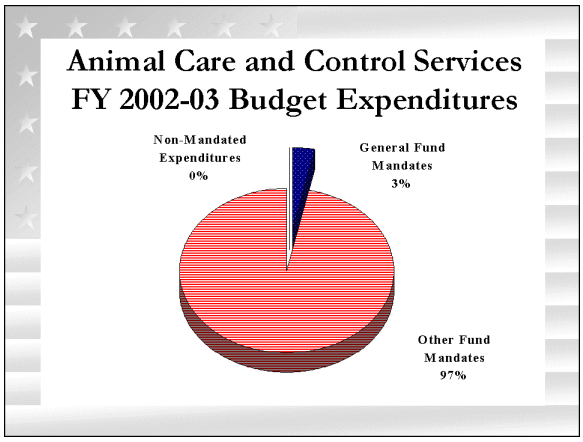
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of animals euthanized due to illness contracted in the kennel	N/A	N/A	N/A	100
Percent of animals receiving spay/neuter surgeries and the proper medicines in the clinic	N/A	N/A	N/A	90
Percent of impounded dogs and cats adopted	N/A	N/A	N/A	10
Percent of dog licenses issued within two weeks(after receipt of renewal)	N/A	N/A	N/A	85
Percent of walk-in customers served on a timely bais (within 15 minutes)	N/A	N/A	N/A	95

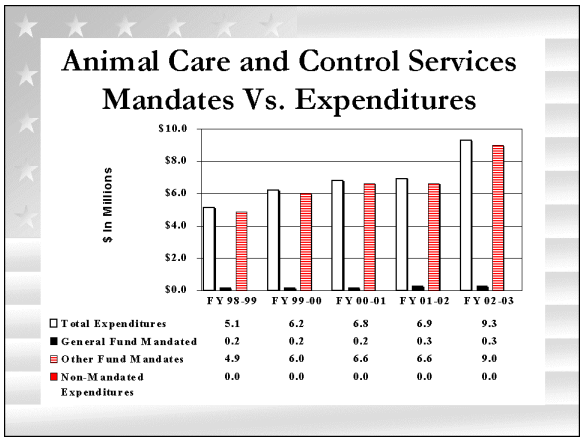
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 228,571	$ 4,867,188	$ 5,095,759
FY 1999-00 Actuals	$ 243,938	$ 5,944,584	$ 6,188,522
FY 2000-01 Actuals	$ 228,096	$ 6,536,887	$ 6,764,983
FY 2001-02 Estimate	$ 304,041	$ 6,604,265	$ 6,908,306
FY 2002-03 Adopted Budget	$ 304,041	$ 9,045,888	$ 9,349,929

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 228,571	$ 4,867,188	$ 5,095,759
FY 1999-00 Actuals	$ 243,938	$ 5,944,584	$ 6,188,522
FY 2000-01 Actuals	$ 228,096	$ 6,536,887	$ 6,764,983
FY 2001-02 Estimate	$ 304,041	$ 6,604,265	$ 6,908,306
FY 2002-03 Adopted Budget	$ 304,041	$ 9,045,888	$ 9,349,929

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Animal Care and Control Services (Continued)

Mandate Information

TITLE	Animal Control In Cities and Towns (Incorporated Areas) and Unincorporated Areas
AUTHORITY	A.R.S. § 11, Chapter 7, Article 6 - Animal Control
HISTORY/ BACKGROUND	Maricopa County has the responsibility to enforce State legislation and County ordinances for the unincorporated areas within the County. Maricopa County is also mandated with enforcing State legislation for those municipalities that do not enact local ordinances that are equal to or more stringent than State Statutes.
MANDATE DESCRIPTION	Animal Control Services is mandated to (1) provide dog licensing, durable dog tags, and enforce the laws and ordinances that govern anti-rabies vaccinations, (2) humanely shelter and, if necessary, euthanize unwanted dogs and cats, and to provide an opportunity for citizens to reclaim and/or adopt pets, (3) make provisions for the spaying and neutering of all adopted animals, (4) impound stray dogs, (5) control the handling and disposition of bite animals and vicious dogs, and (6) issue citations and license violation warnings to violators.

Animal Care and Control Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
790 ANIMAL CARE & CONTROL

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 304,041	$ -	$ -	$ 304,041	$ -
SPECIAL REVENUE	4,637,700	4,121,803	286,385	9,045,888	9,763,754
SUB-TOTAL	$ 4,941,741	$ 4,121,803	$ 286,385	$ 9,349,929	$ 9,763,754
TOTAL FUNDS	$ 4,941,741	$ 4,121,803	$ 286,385	$ 9,349,929	$ 9,763,754

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

790 ANIMAL CARE & CONTROL

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ -	$ -	$ -	$ (10)	$ (10)	$ -	$ -	
610 LICENSES AND PERMITS	3,398,130	3,324,464	3,324,464	3,272,269	4,117,352	4,117,352	792,888	24%
620 OTHER INTERGOVERNMENTAL	546,811	1,971,508	1,971,508	2,006,839	2,248,083	2,373,643	402,135	20%
635 OTHER CHARGES FOR SERVICES	1,518,203	1,525,783	1,525,783	1,505,268	1,518,600	1,518,600	(7,183)	0%
637 FINES & FORFEITS	3,783	4,600	4,600	4,762	7,064	7,064	2,464	54%
645 INTEREST EARNINGS	-	-	-	(6,038)	-	-	-	
650 MISCELLANEOUS REVENUE	39,948	51,029	320,411	193,872	258,818	258,818	(61,593)	-19%
680 TRANSFERS IN	142,556	-	-	-	-	1,488,277	1,488,277	
Total Revenue	$ 5,649,430	$ 6,877,384	$ 7,146,766	$ 6,976,962	$ 8,149,907	$ 9,763,754	$ 2,616,988	37%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,376,991	$ 3,499,010	$ 3,481,796	$ 3,439,854	$ 3,531,709	$ 3,492,509	$ (10,713)	0%
705 TEMPORARY PAY	19,627	20,000	20,000	96,194	14,997	14,997	5,003	25%
710 OVERTIME	112,386	64,889	64,889	119,486	51,514	51,514	13,375	21%
750 FRINGE BENEFITS	761,096	1,038,483	1,026,359	949,900	1,002,219	919,419	106,940	10%
790 OTHER PERSONNEL SERVICES	18,091	32,575	32,575	20,232	23,314	523,314	(490,739)	-1506%
795 PERSONNEL SERVICES ALLOC OUT	-	(227,954)	(272,199)	(442,403)	(486,370)	(486,370)	214,171	79%
796 PERSONNEL SERVICES ALLOC IN	2,078	197,954	197,954	350,200	426,357	426,358	(228,404)	-115%
SubTotal	$ 4,290,269	$ 4,624,957	$ 4,551,374	$ 4,533,463	$ 4,563,740	$ 4,941,741	$ (390,367)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 331,039	$ 295,257	$ 470,746	$ 313,189	$ 211,820	211,820	258,926	55%
802 MEDICAL SUPPLIES	173,628	170,000	289,250	317,672	237,195	237,195	52,055	18%
803 FUEL	74,800	41,009	41,009	29,804	82,785	82,785	(41,776)	-102%
804 NON-CAPITAL EQUIPMENT	-	2,450	2,450	204	-	-	2,450	100%
810 LEGAL SERVICES	474	-	-	-	-	-	-	
811 HEALTH CARE SERVICES	73,480	20,000	22,596	24,259	13,072	13,072	9,524	42%
812 OTHER SERVICES	349,928	216,400	216,400	422,539	913,593	918,330	(701,930)	-324%
820 RENT & OPERATING LEASES	22,350	38,308	38,308	22,270	24,667	24,667	13,641	36%
825 REPAIRS AND MAINTENANCE	36,449	61,910	63,910	45,200	47,412	47,412	16,498	26%
839 INTERNAL SERVICE CHARGES	384,524	421,497	425,127	377,855	433,585	423,381	1,746	0%
842 TRAVEL & EDUCATION	9,460	45,450	45,450	18,475	2,000	3,347	42,103	93%
843 POSTAGE/FREIGHT/SHIPPING	-	71,800	71,800	108,414	25,490	25,490	46,310	64%
850 UTILITIES	169,715	160,500	160,500	146,255	160,204	160,204	296	0%
880 TRANSFERS OUT	407,846	548,707	548,707	548,707	490,560	1,974,100	(1,425,393)	-260%
SubTotal	$ 2,033,691	$ 2,093,288	$ 2,396,253	$ 2,374,843	$ 2,642,383	$ 4,121,803	$ (1,725,550)	-72%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	33,290	-	-	-	-	160,000	(160,000)	
920 CAPITAL EQUIPMENT	19,416	-	-	-	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	358,427	-	40,000	-	126,385	126,385	(86,385)	-216%
950 DEBT SERVICE	29,887	-	-	-	-	-	-	
SubTotal	$ 441,020	$ -	$ 40,000	$ -	$ 126,385	$ 286,385	$ (246,385)	-616%
Total Expenditures	$ 6,764,980	$ 6,718,245	$ 6,987,627	$ 6,908,306	$ 7,332,508	$ 9,349,929	$ (2,362,302)	-34%
Operating Balance (Rev. - Exp.)	$ (1,115,550)	$ 159,139	$ 159,139	$ 68,656	$ 817,399	$ 413,825	$ 254,686	160%

Animal Care and Control Services (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 790 ANIMAL CARE & CONTROL	
WORKING TITLE	**FTE**
ANIMAL CARE CLERK	17.5
ANIMAL CARE OFFICER	27.0
ANIMAL CARE SUPERVISOR	2.0
ANIMAL CONTROL CLERK	10.0
ANIMAL CONTROL OFFICER	31.0
ANIMAL CONTROL SERGEANT	2.0
ANIMAL CONTROL SUPERVISOR	4.0
AUTOMATION TRAINER	1.0
BUSINESS OFFICE SUPERVISOR	2.0
CLINIC MANAGER	1.0
CLINIC SUPERVISOR	1.0
CLINIC TECHNICIAN	4.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
EXECUTIVE SECRETARY	1.0
FACILITIES MANAGER	1.0
FIELD OPERATIONS MANAGER	1.0
GRANT DEVELOPMENT OFFICER	1.0
HUMAN RESOURCES CLERK	1.0
HUMAN RESOURCES MANAGER	1.0
LEAD RADIO DISPATCHER	1.0
LEAD TELECOMMUNICATIONS CLERK	1.0
LICENSING SUPERVISOR	1.0
PROGRAMS MANAGER	1.0
RADIO DISPATCHER	4.0
SENIOR CLINIC TECHNICIAN	2.0
SENIOR CONTROLLER	1.0
SHELTER DIRECTOR	1.0
SHELTER OPERATIONS MANAGER	1.0
SHELTER SERGEANT	3.0
SHELTER SUPERVISOR	1.0
VETERINARIAN	2.0
VOLUNTEER COORDINATOR	1.0
TOTAL	**130.5**

Appropriated Fund Balance

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
480 APPROPRIATED FUND BALANCE

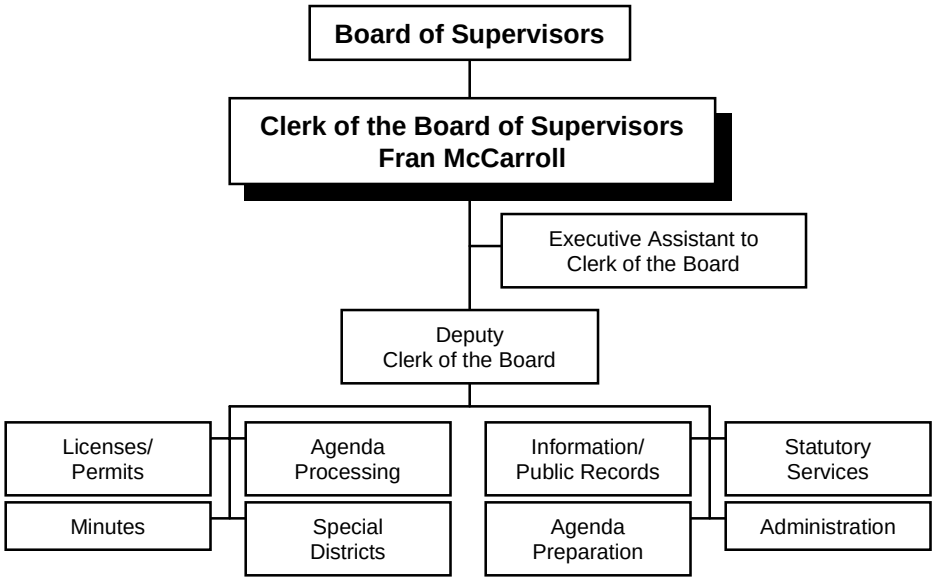
FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ -	$ 83,631,521	$ 10,929,433	$ 94,560,954	$ -
SPECIAL REVENUE	-	114,199,727	11,644,651	125,844,378	101,691,796
SUB-TOTAL	$ -	$ 197,831,248	$ 22,574,084	$ 220,405,332	$ 101,691,796
TOTAL FUNDS	$ -	$ 197,831,248	$ 22,574,084	$ 220,405,332	$ 101,691,796

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

480 APPROPRIATED FUND BALANCE

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
606 SALES TAXES	-	103,017,791	103,017,791	98,729,899	102,679,095	101,691,796	(1,325,995)	-1%
645 INTEREST EARNINGS	-	100,000	100,000	4,600,000	-	-	(100,000)	-100%
650 MISCELLANEOUS REVENUE	2,707,200	-	-	-	-	-	-	
Total Revenue	$ 2,707,200	$ 103,117,791	$ 103,117,791	$ 103,329,899	$ 102,679,095	$ 101,691,796	$ (1,425,995)	-1%
EXPENDITURES								
PERSONAL SERVICES								
705 TEMPORARY PAY	18,588	-	-	-	-	-	-	
710 OVERTIME	6,001	-	-	-	-	-	-	
750 FRINGE BENEFITS	1,881	-	-	-	-	-	-	
SubTotal	$ 26,470	$ -	$ -	$ -	$ -	$ -	$ -	
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 990,975	$ 56,551	$ 56,551	$ 15,260	$ -	10,097,692	(10,041,141)	-17756%
804 NON-CAPITAL EQUIPMENT	1,425,507	14,000	14,000	-	-	-	14,000	100%
810 LEGAL SERVICES	1,413,449	-	-	-	-	-	-	
812 OTHER SERVICES	1,656,568	7,558,840	7,066,508	1,493,892	3,721,824	51,986,815	(44,920,307)	-636%
820 RENT & OPERATING LEASES	92,227	3,910,946	3,910,946	1,600,000	-	750,000	3,160,946	81%
825 REPAIRS AND MAINTENANCE	539,120	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	63,383	-	-	-	-	-	-	
842 TRAVEL & EDUCATION	11,130	-	-	-	-	-	-	
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	-	-	12,029	(12,029)	
880 TRANSFERS OUT	83,843,345	166,466,534	166,466,534	84,726,011	99,722,011	134,984,712	31,481,822	19%
SubTotal	$ 90,035,704	$ 178,006,871	$ 177,514,539	$ 87,835,163	$ 103,443,835	$ 197,831,248	$ (20,316,709)	-11%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	7,470,650	21,673,679	21,018,428	10,734,510	12,495,000	12,595,000	8,423,428	40%
920 CAPITAL EQUIPMENT	2,843,903	828,118	1,311,918	828,118	-	8,934,204	(7,622,286)	-581%
930 VEHICLES & CONSTRUCTION EQUIP	509,675	406,400	406,400	152,184	-	-	406,400	100%
940 INFRASTRUCTURE	-	600,000	600,000	600,000	-	1,000,000	(400,000)	-67%
950 DEBT SERVICE	-	-	1,035,332	1,000,000	-	44,880	990,452	96%
SubTotal	$ 10,824,228	$ 23,508,197	$ 24,372,078	$ 13,314,812	$ 12,495,000	$ 22,574,084	$ 1,797,994	7%
Total Expenditures	$ 100,886,402	$ 201,515,068	$ 201,886,617	$ 101,149,975	$ 115,938,835	$ 220,405,332	$ (18,518,715)	-9%
Operating Balance (Rev. - Exp.)	$ (98,179,202)	$ (98,397,277)	$ (98,768,826)	$ 2,179,924	$ (13,259,740)	$ (118,713,536)	$ (19,944,710)	-20%

Board of Supervisors Clerk



Mission

The mission of the Office of the Clerk of the Board is to provide official record keeping and other statutory and policy-related services for the Board of Supervisors (BOS), other County Agencies, Special Districts, and the general public, so they can make informed decisions and conduct business affairs.

Vision

The vision of the Office of the Clerk of the Board is to be recognized as a leader in the field of statutory and policy record keeping and procedures for the Maricopa County Board of Supervisors.

Goals

- By June 2002, provide all Clerk's Office forms and all County ordinances to citizens via the Internet.
- By June 2002, add document-scanning capabilities to Agenda Central for additional expeditious handling of agenda items, e.g., backup documents.
- By June 2003, pursue legislative corrections and changes to the statutes to reduce and/or eliminate unnecessary or redundant processes mandated to the Clerk of the Board: 1) eliminate the requirement to publish BOS minutes in a newspaper; 2) modify the timeframe or approval level for certain types of liquor license and permit applications (BOS delegate approval authority responsibility to another); and 3) have copies of disciplinary / dismissal letters sent to Human Resources rather than to the Clerk's Office for filing.
- By June 2005, move the record filing system in the Clerk's Office to imaged / stored documents versus paper copies in concert with a countywide effort.

Board of Supervisors Clerk (Continued)

Issues

- An increase in management demands and an increase in Board directives, reviews, reports, and official appointments has resulted in a significant increase in staff time devoted to administrative reporting and follow-up action.
- An increase in the types and amounts of documents retained in the Clerk's Office and the number of public records requests has revealed inadequate storage space and an inadequate records documentation and tracking system which results in the frequent redistribution of documents and an increase in staff time devoted to research.
- Recent changes in the Procurement Code signing authority has resulted in an increase in confusion regarding Bid Serials, Agenda Information Forms (AIFs), and renewal of contracts and has led to inconsistencies in the processing and filing of documents.
  An increase in Countywide and department policy violations, and an increase in incomplete and incorrect Agenda Information Form documentation, has resulted in an increase in staff time devoted to researching, reconciling, correcting, and processing documents. This causes a much longer than necessary turn-around time in getting documents processed and returned to initiating departments.
- An increase in the use of Agenda Central by departments has resulted in a decrease in the use of agenda related paper; and a decrease in department requests (phone and e-mail) for agenda information has resulted in more efficient and expeditious processing of the agenda.
- An increase in new legislation, as well as an increase in legislative changes and amendments, has resulted in an increase in the number of statutory mandates required to be performed by the Clerk's Office. As legislation is added, old or obsolete legislation is not necessarily removed from the statutes. The overlap of new and old legislation results in certain mandated processes that are unnecessary or redundant, thus causing an increase in the workload of the Clerk's Office.
- An increase in the broad uses of computer technology has resulted in an increased need for staff technology training.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CLERK OF THE BOARD
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
EXECUTIVE SERVICES	$ 82,581	$ -	$ -	$ 82,581	$ -
INFORMATION RESOURCES	130,917	28,000	-	158,917	-
STATUTORY SERVICES PROGRAM	43,621	-	-	43,621	-
ADMINISTRATIVE SERVICES PROGRA	109,098	70,430	-	179,528	-
INFORMATION TECHNOLOGY PROGRAM	7,274	-	-	7,274	-
UNALLOCATED/INDIRECT COSTS	7,536	17,229	-	24,765	-
Total	$ 381,027	$ 115,659	$ -	$ 496,686	$ -

Board of Supervisors Clerk (Continued)

Key Performance Measures

Program Name: Executive Services

Program Purpose: The purpose of the Executive Services Program is to provide information and specialized assistance to elected and appointed officials and the public so they can make informed decisions, and understand and comply with County processes and protocol.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customers reporting they received the advice, answers, and assistance they needed	N/A	N/A	N/A	95
Percent of elected and appointed officials who received materials and support within statutory or specified time frames	100	100	N/A	100

Program Name: Information Resources

Program Purpose: The purpose of the Information Resources Program is to provide research, compilation, and management of official records for County staff and the public so they can store and access information.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of documents managed in accordance with retention schedule	N/A	N/A	N/A	75
Percent of requestors who are able to access the information they asked for in a specified time period	N/A	N/A	91	95

Program Name: Statutory Services Program

Program Purpose: The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of applicants who obtain a fully processed license or permit application within the statutory time frame	N/A	N/A	100	100

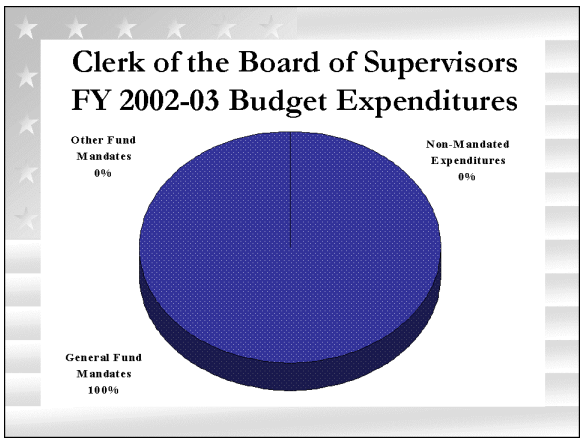
Board of Supervisors Clerk (Continued)

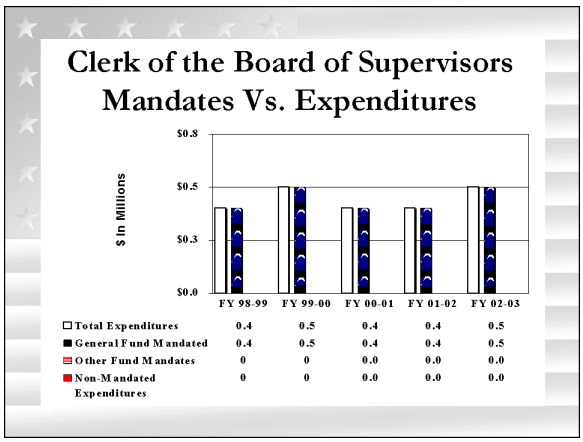
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 382,036	$ 382,036
FY 1999-00 Actuals	$ 446,157	$ 446,157
FY 2000-01 Actuals	$ 414,579	$ 414,579
FY 2001-02 Estimate	$ 427,717	$ 427,717
FY 2002-03 Adopted Budget	$ 496,686	$ 496,686

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 382,036	$ 382,036
FY 1999-00 Actuals	$ 446,157	$ 446,157
FY 2000-01 Actuals	$ 414,579	$ 414,579
FY 2001-02 Estimate	$ 427,717	$ 427,717
FY 2002-03 Adopted Budget	$ 496,686	$ 496,686

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Clerk of the Board of Supervisors
AUTHORITY	A.R.S. §11-201 Powers of county; A.R.S. §11-251 Powers of board; A.R.S. §11-241 Clerk of Board appointment; duties; A.R.S. §11-214 Regular and special meetings. There are other statutory references regarding the Clerk of the Board, far too many to detail in this type of report. Because the Clerk of the Board works directly with and for the Board of Supervisors, everything the Clerk does is in some way mandated by statute, particularly recording all proceedings of the board, recording the vote of each member on every question, and preserving and filing all accounts and actions of the Board. The Clerk of the Board of Supervisors is also the Clerk of the Flood Control District A.R.S. § 48-3602, Library District A.R.S. § 48-3901, and the Stadium District A.R.S. § 48-4202, as well as numerous special districts.
HISTORY/ BACKGROUND	The Clerk of the Board is an Officer of the County, appointed by the Board of Supervisors to perform all mandated statutory services for the Board of Supervisors, Flood Control District, Library District, Stadium District, and Special Districts, and to be the official recordkeeper for these Boards.
MANDATE DESCRIPTION	The Clerk of the Board has numerous statutory and constitutional duties including signing all orders made and warrants issued by order of the board for payment of money, publishing minutes, accepting notices of claim for the county, assisting in

Board of Supervisors Clerk (Continued)

formation of special districts, special district annual reports, processing annexations and franchise applications, and licensing and permitting for certain special events. Regular meetings of the Board shall be held each month as designated by the Board; each meeting to be posted and conducted in accordance with the Arizona Open Meeting Law statute A.R.S. § 38-431.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
060 CLERK OF THE BOARD

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 381,027	$ 115,659	$ -	$ 496,686	$ -
SUB-TOTAL	$ 381,027	$ 115,659	$ -	$ 496,686	$ -
TOTAL FUNDS	$ 381,027	$ 115,659	$ -	$ 496,686	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

060 CLERK OF THE BOARD

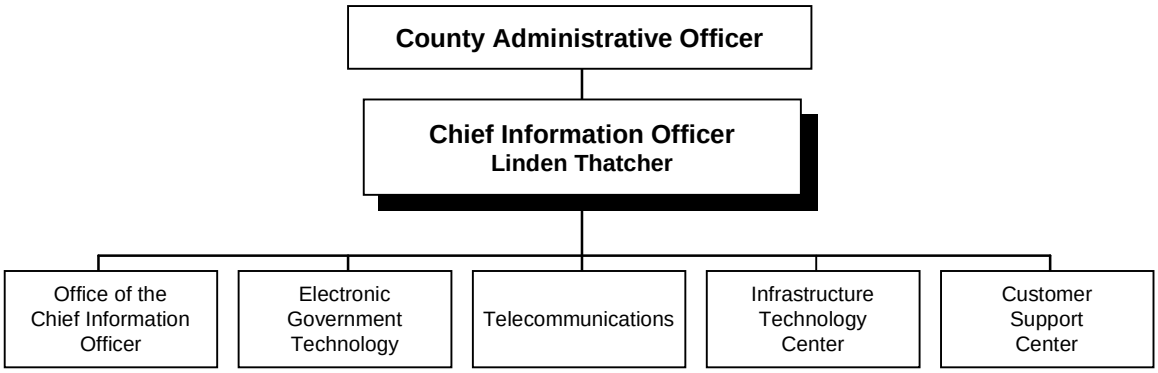
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 266,417	$ 289,788	$ 303,078	$ 293,355	$ 310,789	$ 310,789	$ (7,711)	-3%
705 TEMPORARY PAY	2,927	7,000	7,000	6,032	-	7,000	-	0%
710 OVERTIME	9,937	-	-	-	-	-	-	
750 FRINGE BENEFITS	47,079	51,331	52,678	54,027	55,432	55,983	(3,305)	-6%
790 OTHER PERSONNEL SERVICES	-	10,000	10,000	2,490	32,035	7,255	2,745	27%
SubTotal	$ 326,360	$ 358,119	$ 372,756	$ 355,904	$ 398,256	$ 381,027	$ (8,271)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 8,744	$ 12,500	$ 17,278	$ 9,707	$ 10,291	13,888	3,390	20%
804 NON-CAPITAL EQUIPMENT	15,751	7,500	1,877	6,239	-	-	1,877	100%
810 LEGAL SERVICES	20,539	37,000	26,900	25,346	28,000	28,000	(1,100)	-4%
812 OTHER SERVICES	35,113	94,500	54,524	47,391	42,000	55,617	(1,093)	-2%
820 RENT & OPERATING LEASES	2,520	9,000	8,750	5,481	8,750	8,750	-	0%
825 REPAIRS AND MAINTENANCE	1,908	1,700	1,539	816	1,539	1,539	-	0%
839 INTERNAL SERVICE CHARGES	2,097	3,955	3,830	2,362	3,830	3,845	(15)	0%
842 TRAVEL & EDUCATION	1,548	3,500	3,100	1,631	3,100	3,100	-	0%
843 POSTAGE/FREIGHT/SHIPPING	-	800	1,020	692	920	920	100	10%
SubTotal	$ 88,220	$ 170,455	$ 118,818	$ 99,665	$ 98,430	$ 115,659	$ 3,159	3%
CAPITAL OUTLAY								
Total Expenditures	$ 414,580	$ 528,574	$ 491,574	$ 455,569	$ 496,686	$ 496,686	$ (5,112)	-1%
Operating Balance (Rev. - Exp.)	$ (414,580)	$ (528,574)	$ (491,574)	$ (455,569)	$ (496,686)	$ (496,686)	$ (5,112)	-1%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
060 CLERK OF THE BOARD

WORKING TITLE	FTE
ADMIN OFFICE SUPPORT	1.0
ADMINISTRATION COORDINATOR III	2.0
CLERK OF THE BOARD	1.0
DEPARTMENTAL ACCOUNTANT/BUDGET MANAGER	1.0
DEPUTY CLERK OF THE BOARD	1.0
RECORDS MANAGER	1.0
TOTAL	**7.0**

Chief Information Officer



Mission

The Mission of the Information Technology (IT) Department is to provide strategic vision, leadership, and enterprise solutions to County leaders and staff so they can meet their goals and deliver results to the Public.

Vision

Information Technology will champion Maricopa County into Information-Age Government

Goals

- County employees will have the flexibility to do their jobs from anywhere in the County at any time by July, 2005.
- The Public and outside organizations will be able to obtain services and transact business electronically from any location at any time by July, 2006.
- Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions by July, 2005.
- The cost and time to deliver services will be reduced by streamlining business operations through the use of technology by July, 2006.
- Through county-wide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved by July, 2003.

Issues

- As the County increasingly depends upon collaboration in the workplace, supporting the process will be impossible if the technology infrastructure is inadequately funded and allowed to stagnate.
- The lack of robust tools to manage, organize, maintain and catalog data will negate the usefulness of the constantly increasing supply of and demand for web-based information.
- Increased demand for video, imaging, and other high bandwidth applications to support business processes are greater than what current network capacity and flexibility can provide.
- The lack of competitive compensation, education, and career development opportunities for IT staff will make it difficult to attract and retain skilled employees.
- If IT doesn't pursue alternative service delivery models, the shortage of IT talent may result in the inability to meet our customers' demands for services.

Chief Information Officer (Continued)

- Current development methodologies, tools, infrastructure, and organizational models won't be able to support the Public's demand for easy, online, 7X24 access to all government services from any location.
- Existing systems are being challenged to present decision-making information to county staff, management, and citizenry to meet current and anticipated increase in demand.
- The changing work environment and growth in population require county employees to perform their jobs from remote locations, seriously challenging the County telecommunications system, which was designed primarily to serve centralized locations.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CHIEF INFORMATION OFFICER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
IT APPLICATION	$ 987,443	$ 32,336	$ 18,930	$ 1,038,709	$ -
IT INFRASTRUCTURE	37,793	48,992	-	86,785	-
IT MANAGEMENT	284,032	12,647	-	296,679	-
ADMINISTRATIVE SERVICES PROGRA	423,393	21,514	-	444,907	-
INFORMATION TECHNOLOGY PROGRAM	1,818,464	1,049,170	265,502	3,133,136	-
UNALLOCATED/INDIRECT COSTS	215,248	48,113	-	263,361	-
Total	$ 3,766,373	$ 1,212,772	$ 284,432	$ 5,263,577	$ -

Key Performance Measures

Program Name: Information Technology Application Program

Program Purpose: The purpose of the IT Application Program is to provide County-wide solutions on behalf of administrative departments so that they can meet their goals and deliver maximum benefit from their technology investments.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Customers Satisfied with Budget & MFR Applications Development Service Request Outcome	N/A	N/A	100	100
Percent Customers Satisfied with Financial Applications Development Service Request Outcome	N/A	N/A	83	85
Percent Customers Satisfied with HR Applications Development Service Request Outcome	N/A	N/A	85.7	85

Chief Information Officer (Continued)

Program Name: Information Technology Infrastructure

Program Purpose: The purpose of the IT Infrastructure program is to provide an integrated, robust, electronic platform to County departments, participating jurisdictions and the Public so that they can conveniently and dependably conduct business regardless of location.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of time we complete work orders to our customers' satisfaction and within our committed time frames	0	0	98.24	95

Program Name: Information Technology Management

Program Purpose: The purpose of the IT Management program is to provide vision, direction, leadership and IT oversight to County senior management so that they can effectively plan for and obtain maximum benefit from the IT resource.

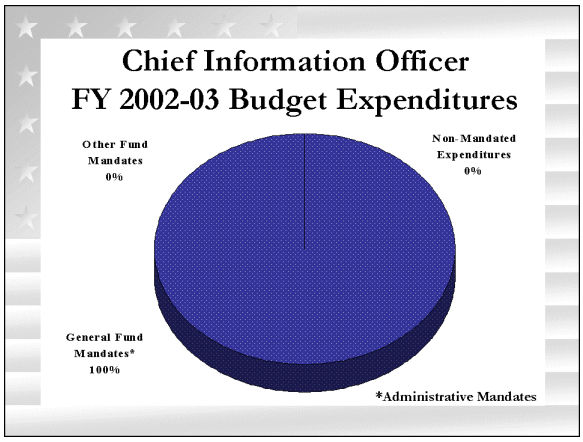
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Dollars saved by Enterprise Contracts/Agreements	0	1,130,000	1,471,100	1,230,000
Percent Increase in the Number of IT Management Activities Over the Previous Year	0	N/A	660	20

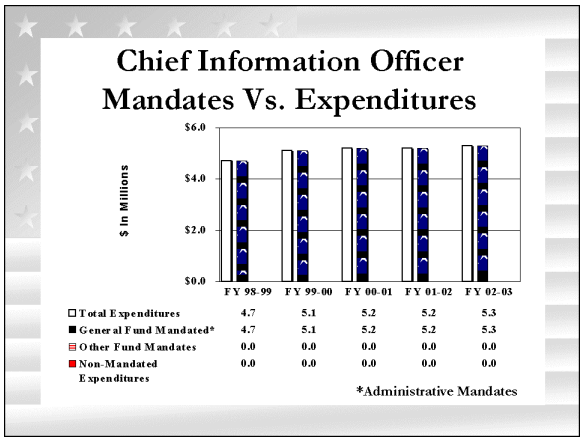
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 4,651,613	$ 4,651,613
FY 1999-00 Actuals	$ 5,072,766	$ 5,072,766
FY 2000-01 Actuals	$ 5,175,454	$ 5,175,454
FY 2001-02 Estimate	$ 5,157,517	$ 5,157,517
FY 2002-03 Adopted Budget	$ 5,263,577	$ 5,263,577

Total Administrative Mandates	General Fund	Total
FY 1998-99 Actuals	$ 4,651,613	$ 4,651,613
FY 1999-00 Actuals	$ 5,072,766	$ 5,072,766
FY 2000-01 Actuals	$ 5,175,454	$ 5,175,454
FY 2001-02 Estimate	$ 5,157,517	$ 5,157,517
FY 2002-03 Adopted Budget	$ 5,263,577	$ 5,263,577

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Chief Information Officer (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
410 CHIEF INFORMATION OFFICER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,766,373	$ 1,212,772	$ 284,432	$ 5,263,577	$ -
SUB-TOTAL	$ 3,766,373	$ 1,212,772	$ 284,432	$ 5,263,577	$ -
TOTAL FUNDS	$ 3,766,373	$ 1,212,772	$ 284,432	$ 5,263,577	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

410 CHIEF INFORMATION OFFICER

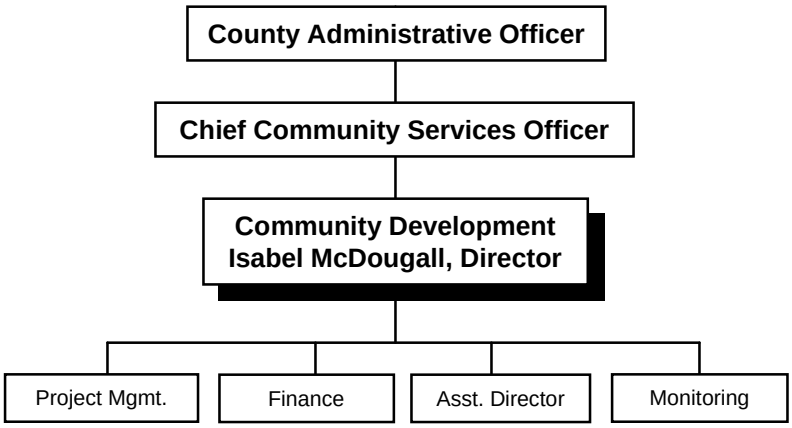
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,290,027	$ 3,346,331	$ 3,470,928	$ 3,453,748	$ 3,457,089	$ 3,408,622	$ 62,306	2%
705 TEMPORARY PAY	9,290	23,228	19,905	(7,651)	14,239	5,573	14,332	72%
710 OVERTIME	84,738	13,200	9,038	5,150	8,700	8,700	338	4%
750 FRINGE BENEFITS	543,804	613,676	594,885	595,135	652,779	637,577	(42,692)	-7%
790 OTHER PERSONNEL SERVICES	3,652	-	-	16,387	-	18,780	(18,780)	
795 PERSONNEL SERVICES ALLOC OUT	(335,178)	(210,108)	(336,652)	(322,253)	(392,362)	(312,879)	(23,773)	-7%
SubTotal	$ 3,596,333	$ 3,786,327	$ 3,758,104	$ 3,740,516	$ 3,740,445	$ 3,766,373	$ (8,269)	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 843,754	$ 965,164	$ 932,881	$ 881,348	$ 999,043	947,503	(14,622)	-2%
803 FUEL	66	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	185,284	55,000	70,000	37,365	70,013	70,013	(13)	0%
810 LEGAL SERVICES	-	20,000	-	-	-	-	-	
812 OTHER SERVICES	103,445	24,450	17,657	115,149	23,536	23,536	(5,879)	-33%
820 RENT & OPERATING LEASES	14,375	8,500	8,500	7,295	8,428	8,428	72	1%
825 REPAIRS AND MAINTENANCE	74,605	74,832	73,982	63,995	106,406	96,419	(22,437)	-30%
839 INTERNAL SERVICE CHARGES	11,962	24,180	24,180	23,424	31,175	31,175	(6,995)	-29%
842 TRAVEL & EDUCATION	67,406	65,500	45,160	35,253	45,500	35,499	9,661	21%
843 POSTAGE/FREIGHT/SHIPPING	-	1,610	1,610	137	1,861	199	1,411	88%
SubTotal	$ 1,300,897	$ 1,239,236	$ 1,173,970	$ 1,163,966	$ 1,285,962	$ 1,212,772	$ (38,802)	-3%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	278,238	170,000	65,000	15,740	-	-	65,000	100%
950 DEBT SERVICE	-	227,444	271,444	197,194	284,432	284,432	(12,988)	-5%
SubTotal	$ 278,238	$ 397,444	$ 336,444	$ 212,934	$ 284,432	$ 284,432	$ 52,012	15%
Total Expenditures	$ 5,175,468	$ 5,423,007	$ 5,268,518	$ 5,117,416	$ 5,310,839	$ 5,263,577	$ 4,941	0%
Operating Balance (Rev. - Exp.)	$ (5,175,468)	$ (5,423,007)	$ (5,268,518)	$ (5,117,416)	$ (5,310,839)	$ (5,263,577)	$ 4,941	0%

Chief Information Officer (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 410 CHIEF INFORMATION OFFICER	
WORKING TITLE	**FTE**
ADMINISTRATIVE/OFFICE SUPPORT	1.0
APPLICATIONS MANAGER	3.0
BUSINESS ANALYST	2.0
CHIEF INFORMATION OFFICER	1.0
CLIENT SERVER PROGRAMMER ANALYST-LEAD	1.0
CLIENT/SERVER PROGRAMMER ANALYST	1.0
COMPUTER OPERATOR	6.0
DATA SECURITY ANALYST	1.0
DATABASE ADMINISTRATOR	2.0
DEPUTY CHIEF INFORMATION OFFICER	1.0
DISTRIBUTED SYSTEMS PROGRAMMER ANALYST	1.0
FINANCIAL BUSINESS MANAGER	1.0
GROUPWARE ADMINISTRATOR	2.0
HELP DESK COORDINATOR	3.0
HELP DESK MANAGER	1.0
IT CONSULTANT	6.0
LAN ADMINISTRATOR	2.0
LAN MANAGER	1.0
MAINFRAME PROGRAMMER/ANALYST	8.0
MANAGER, COMPUTER OPERATIONS	1.0
OPERATIONS ANALYST	1.0
PC ANALYST	1.0
PC SUPPORT SPECIALIST	3.0
PROJECT MANAGER, DISTRIBUTED SYSTEMS	1.0
SENIOR SYSTEMS SUPPORT SPECIALIST	1.0
SENIOR WEB DEVELOPER	2.0
SYSTEM ADMINISTRATOR, ANTI-VIRUS	1.0
SYSTEMS PROGRAMMER	4.0
TECHNOLOGY COORDINATOR	1.0
TRAINING COORDINATOR/ADMINISTRATIVE SUPPORT	1.0
WEB DEVELOPER	3.0
TOTAL	**64.0**

Community Development



Mission

The mission of Community Development is to provide Community Development Block Grant (CDBG) and HOME Program funding to municipalities and other sub-recipients not eligible for direct United States Department of Housing and Urban Development (HUD) funding so they can develop viable communities to primarily benefit low and moderate income people.

Vision

Develop viable communities through the provision of affordable housing, suitable living environments and expansion of strong economic bases, principally for persons of low and moderate income.

Goals

- Develop capacity to meet an increased demand for administrative services generated from population growth and anticipated new HUD grant requirements with a reduction in funding for such administrative services.
- Maintain compliance with all HUD CDBG and HOME Program grant requirements each year.

Issues

- The increasing population growth of Maricopa County will lead to a reduction of urban county participating municipalities and a corresponding increase of Maricopa HOME Consortium members, which results in an increased demand for administrative services while funding for these services will be decreased.
- Anticipated new HUD requirements will require more administrative ability and expertise while administrative funding is decreasing.
- Expanding County-required non-grant tasks impacts Community Development's ability to administer HUD grants.

Community Development (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
COMMUNITY DEVELOPMENT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GRANT MANAGEMENT	$ 591,273	$ 15,270,102	$ -	$ 15,861,375	$ 15,861,375
Total	$ 591,273	$ 15,270,102	$ -	$ 15,861,375	$ 15,861,375

Key Performance Measures

Program Name: Grant Management

Program Purpose: The purpose of Grant Management is to provide continuing CDBG and HOME Program funding to qualified municipalities and other subrecipients so that they can provide community improvements and expand/maintain housing stock according to locally prioritized community needs.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent County General Fund cost to float grant reimbursements	1	1	1	1

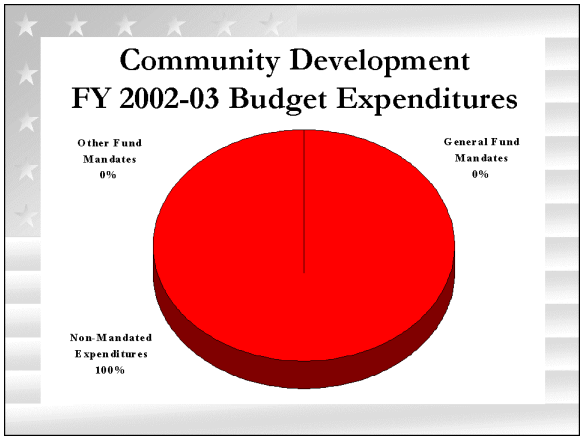
Mandate Consolidated Financial Data

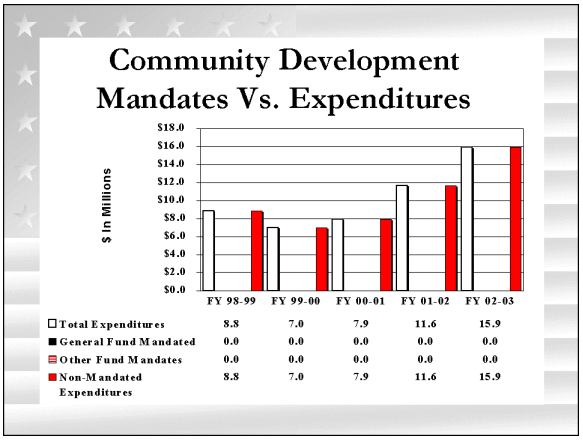
Total Department Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ 8,791,847	$ 8,791,847
FY 1999-00 Actuals	$ 6,946,804	$ 6,946,804
FY 2000-01 Actuals	$ 7,862,319	$ 7,862,319
FY 2001-02 Estimate	$ 11,627,114	$ 11,627,114
FY 2002-03 Adopted Budget	$ 15,861,375	$ 15,861,375

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ 8,791,847	$ 8,791,847
FY 1999-00 Actuals	$ 6,946,804	$ 6,946,804
FY 2000-01 Actuals	$ 7,862,319	$ 7,862,319
FY 2001-02 Estimate	$ 11,627,114	$ 11,627,114
FY 2002-03 Adopted Budget	$ 15,861,375	$ 15,861,375

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Community Development (Continued)





Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
170 COMMUNITY DEVELOPMENT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	591,273	15,270,102	-	15,861,375	15,861,375
SUB-TOTAL	$ 591,273	$ 15,270,102	$ -	$ 15,861,375	$ 15,861,375
TOTAL FUNDS	$ 591,273	$ 15,270,102	$ -	$ 15,861,375	$ 15,861,375

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

170 COMMUNITY DEVELOPMENT

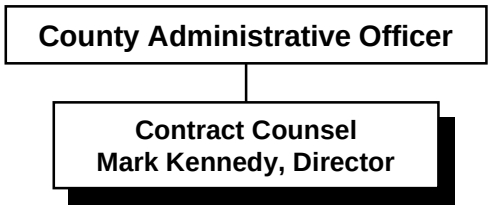
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	7,772,590	15,871,627	15,871,627	11,627,114	15,861,375	15,861,375	(10,252)	0%
650 MISCELLANEOUS REVENUE	89,731	-	-	-	-	-	-	
Total Revenue	$ 7,862,321	$ 15,871,627	$ 15,871,627	$ 11,627,114	$ 15,861,375	$ 15,861,375	$ (10,252)	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 439,605	$ 453,816	$ 490,177	$ 470,214	$ 476,732	$ 476,732	$ 13,445	3%
705 TEMPORARY PAY	-	11,300	11,300	-	9,900	9,900	1,400	12%
710 OVERTIME	716	-	-	-	-	-	-	
750 FRINGE BENEFITS	83,444	90,629	94,316	93,449	104,641	104,641	(10,325)	-11%
795 PERSONNEL SERVICES ALLOC OUT	(8,325)	-	-	(1,992)	222,486	(222,486)	222,486	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	(222,486)	222,486	(222,486)	
SubTotal	$ 515,440	$ 555,745	$ 595,793	$ 561,671	$ 591,273	$ 591,273	$ 4,520	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 11,176	$ 17,500	$ 17,500	$ 15,187	$ 17,500	17,500	-	0%
802 MEDICAL SUPPLIES	88	-	-	187	-	-	-	
803 FUEL	1,541	1,173	1,173	1,054	1,300	1,300	(127)	-11%
804 NON-CAPITAL EQUIPMENT	32,267	15,000	15,000	-	15,000	15,000	-	0%
810 LEGAL SERVICES	-	2,000	2,000	998	1,000	1,000	1,000	50%
812 OTHER SERVICES	95,961	140,000	140,000	132,217	125,000	126,568	13,432	10%
820 RENT & OPERATING LEASES	72,606	75,307	75,307	77,034	82,817	82,817	(7,510)	-10%
825 REPAIRS AND MAINTENANCE	203	2,000	2,000	2,064	3,000	3,000	(1,000)	-50%
830 INTERGOVERNMENTAL PAYMENTS	7,068,715	15,001,867	14,961,819	10,780,471	14,950,000	14,950,000	11,819	0%
839 INTERNAL SERVICE CHARGES	35,589	21,622	21,622	20,054	28,928	28,928	(7,306)	-34%
842 TRAVEL & EDUCATION	4,233	9,000	9,000	5,450	9,000	9,000	-	0%
843 POSTAGE/FREIGHT/SHIPPING	67	200	200	514	1,000	1,000	(800)	-400%
880 TRANSFERS OUT	24,432	30,213	30,213	30,213	35,557	33,989	(3,776)	-12%
SubTotal	$ 7,346,878	$ 15,315,882	$ 15,275,834	$ 11,065,443	$ 15,270,102	$ 15,270,102	$ 5,732	0%
CAPITAL OUTLAY								
Total Expenditures	$ 7,862,318	$ 15,871,627	$ 15,871,627	$ 11,627,114	$ 15,861,375	$ 15,861,375	$ 10,252	0%
Operating Balance (Rev. - Exp.)	$ 3	$ -	$ -	$ -	$ -	$ -	$ -	

Community Development (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 170 COMMUNITY DEVELOPMENT	
WORKING TITLE	**FTE**
ACCOUNTANT	1.0
ADMINISTRATIVE ASSISTANT II	2.0
ASSISTANT DIRECTOR	1.0
DIRECTOR	1.0
FINANCIAL SERVICES ADMINISTRATOR	1.0
PROJECT MANAGER	4.0
TOTAL	**10.0**

Contract Counsel



Mission

The mission of the Office of Contract Counsel is to provide the highest quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Goals

- The goal of the Office of Contract Counsel is to provide the highest quality legal representation to our clients while increasing efficiency and meeting the relevant rules of procedure.
- By FY 2003, the goal of the Office of Contract Counsel is to revise fixed price contracts for lawyers to provide cost-effective legal representation in criminal, delinquency, dependency, probate and sexually violent persons cases including development of a two-tiered compensation rate based on years of experience and seriousness of charges.
- By FY 2003, the goal of the Office of Contract Counsel is to develop systems to control expert witness fees.
- By FY 2002, the goal of the Office of Contract Counsel is to establish uniform standards for contract counsel timekeeping and reporting.

Issues

- The courts' continued emphasis on moving cases more quickly will reduce efficiency, resulting in less time and resources available to assist clients, reducing the quality of legal representation, and increasing stress and staff turnover.
- The County's pay and benefits have not kept pace with the private sector, resulting in fewer qualified applicants and increased turnover.
- The rapid increase in population and increased emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- Rapid changes in technology and increased sharing of case information within the system will increase administrative efficiencies and reduce duplication of data entry.
- The current budget structure for the indigent defense agency creates potential ethical conflicts, reduces efficiencies, promotes confusion, and generates inappropriate competition for available funds.

Contract Counsel (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CONTRACT COUNSEL
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CRIMINAL DEFENSE PROGRAM	$ 98,298	$ 4,609,110	$ -	$ 4,707,408	$ -
ADMINISTRATIVE SERVICES PROGRA	211,394	13,235	-	224,629	-
UNALLOCATED/INDIRECT COSTS	47,850	432,049	-	479,899	248,109
Total	$ 357,542	$ 5,054,394	$ -	$ 5,411,936	$ 248,109

Key Performance Measures

Program Name: Criminal Defense Program

Program Purpose: The purpose of the Criminal Defense Program is to provide legal defense services to assigned indigent clients charged with criminal offenses so that they can obtain the most favorable result under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Appeals Briefs Completed Within 45-Day Due Date	N/A	N/A	46.44	47

Program Name: Non-Criminal Representation Program

Program Purpose: The purpose of the Non-Criminal Representation Program is to provide legal representation to assigned indigent persons in non-criminal matters so that their legal interests are protected.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Superior Court Mental Health Matters Concluded Within 30 Days	N/A	N/A	99.9	99.9

Program Name: Pd Juvenile Adjudication And Incorrigibility Program

Program Purpose: The purpose of the PD Juvenile Adjudication and Incorrigibility Program is to provide legal representation to indigent juvenile clients accused of delinquent or incorrigible acts so they can obtain the most favorable resolution to their cases under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Cases with a Disposition Less Than the Original Charge	N/A	N/A	80.3	80

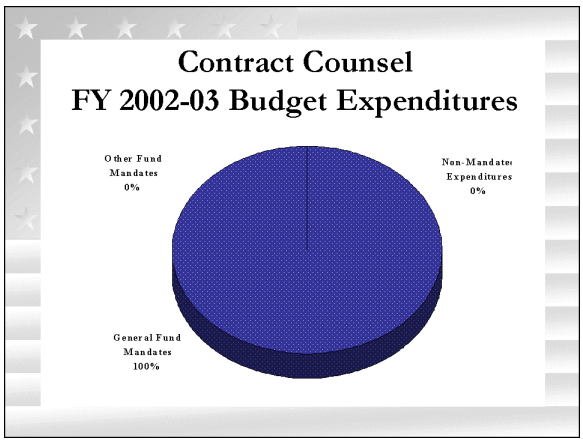
Contract Counsel (Continued)

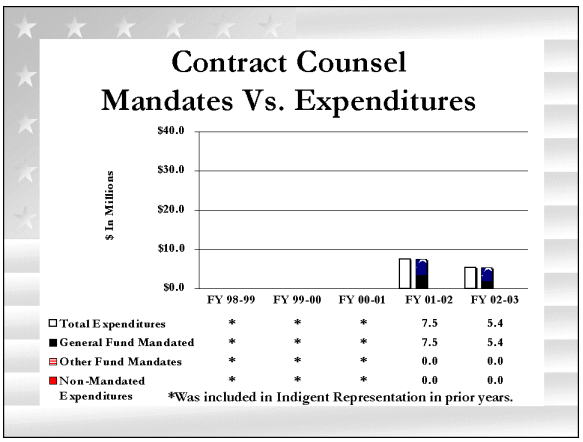
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	N/A	N/A	N/A
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Estimate	$ 7,503,463	$ 7,420	$ 7,510,883
FY 2002-03 Adopted Budget	$ 5,411,936	$ 14,842	$ 5,426,778

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 7,503,463	$ 7,420	$ 7,510,883
FY 2002-03 Adopted Budget	$ 5,411,936	$ 14,842	$ 5,426,778

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incorrigible Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.

Contract Counsel (Continued)

MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.
TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Contract Counsel (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
560 CONTRACT COUNSEL

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 357,542	$ 5,054,394	$ -	$ 5,411,936	$ 248,109
SUB-TOTAL	$ 357,542	$ 5,054,394	$ -	$ 5,411,936	$ 248,109
TOTAL FUNDS	$ 357,542	$ 5,054,394	$ -	$ 5,411,936	$ 248,109

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

560 CONTRACT COUNSEL

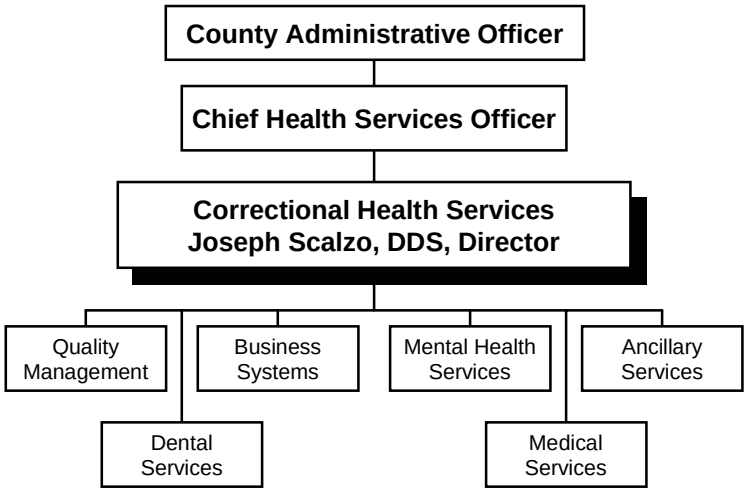
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	-	100,000	205,000	164,627	164,627	164,627	(40,373)	-20%
635 OTHER CHARGES FOR SERVICES	-	-	-	83,482	83,482	83,482	83,482	
Total Revenue	$ -	$ 100,000	$ 205,000	$ 248,109	$ 248,109	$ 248,109	$ 43,109	21%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 212,360	$ 225,087	$ 279,478	$ 230,424	$ 289,846	$ 288,266	$ (8,788)	-3%
705 TEMPORARY PAY	-	-	-	3,292	-	-	-	
710 OVERTIME	1,197	-	-	2,757	-	-	-	
750 FRINGE BENEFITS	56,670	69,584	77,636	54,307	62,824	69,276	8,360	11%
796 PERSONNEL SERVICES ALLOC IN	55,513	-	-	-	-	-	-	
SubTotal	$ 325,740	$ 294,671	$ 357,114	$ 290,780	$ 352,670	$ 357,542	$ (428)	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 68,166	$ 11,762	$ 11,762	$ -	$ 11,762	11,241	521	4%
804 NON-CAPITAL EQUIPMENT	1,438	-	-	-	-	-	-	
810 LEGAL SERVICES	4,044,252	997,594	367,088	8,024,107	1,220,608	5,023,542	(4,656,454)	-1268%
811 HEALTH CARE SERVICES	-	136,267	136,267	(483,129)	619,396	-	136,267	100%
812 OTHER SERVICES	5,305,882	4,837,383	4,615,192	(383,427)	3,183,538	-	4,615,192	100%
820 RENT & OPERATING LEASES	45,000	45,000	41,712	41,712	41,713	15,580	26,132	63%
825 REPAIRS AND MAINTENANCE	1,400	384	384	192	384	384	-	0%
839 INTERNAL SERVICE CHARGES	(1,326)	597	597	483	597	597	-	0%
842 TRAVEL & EDUCATION	8,116	300	300	10,221	-	-	300	100%
843 POSTAGE/FREIGHT/SHIPPING	-	3,050	3,050	2,224	3,050	3,050	-	0%
SubTotal	$ 9,472,928	$ 6,032,337	$ 5,176,352	$ 7,212,383	$ 5,081,048	$ 5,054,394	$ 121,958	2%
CAPITAL OUTLAY								
950 DEBT SERVICE	-	-	-	300	-	-	-	
SubTotal	$ -	$ -	$ -	$ 300	$ -	$ -	$ -	
Total Expenditures	$ 9,798,668	$ 6,327,008	$ 5,533,466	$ 7,503,463	$ 5,433,718	$ 5,411,936	$ 121,530	2%
Operating Balance (Rev. - Exp.)	$ (9,798,668)	$ (6,227,008)	$ (5,328,466)	$ (7,255,354)	$ (5,185,609)	$ (5,163,827)	$ 164,639	3%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
560 CONTRACT COUNSEL

WORKING TITLE	FTE
ADMINISTRATIVE ASSISTANT	4.0
ADMINISTRATOR	0.2
BUDGET CONTROLLER	1.0
CONTRACT ADMINISTRATOR	0.5
DEFENDER ATTORNEY	0.8
LEGAL ASSISTANT	1.0
LEGAL SECRETARY	1.0
TOTAL	**8.4**

Correctional Health Services



Mission

The mission of the Correctional Health Services Department (CHS) is to provide medically necessary health care to persons in County correctional facilities in order to protect the health and safety of the community.

Vision

Correctional Health Services will demonstrate excellence in correctional health care and be an integral part of the health and safety of the community.

Goals

- CHS will redesign its work force and improve employee morale by maintaining a filled rate of 95% of budgeted positions, on the average, per month and by retaining 88% of all new hires for at least 6 months from their hire date by the end of FY 2002.
- CHS will annually achieve and maintain a community standard of care in a correctional setting, as defined by the National Commission on Correctional Health Care (NCCHC).
- CHS will achieve efficiencies in the provision of services as determined by cost per inmate per day and demonstrate enhanced accountability for resources through the implementation of an automated information system by 2004.
- CHS will protect the community's health and safety by providing leadership to establish continuity of care for inmates as they are released from jail who are seriously mentally ill (SMI), have communicable diseases and/or are pregnant.
- CHS will control costs of specialty health care services and hospitalizations through the use of effective utilization management guidelines and resource allocation practices.

Issues

- Increasing inmate litigation will drain CHS and County resources in the form of cash awards, increased staff time preparing and attending depositions and trials, cost of legal representation and fosters additional litigation. This negativity impacts CHS's quality of care, public image and the ability to recruit and retain staff.

Correctional Health Services (Continued)

- The shortage of health care personnel and our inability to competitively recruit and retain quality clinical personnel will increase our financial/legal risks, adversely affect our morale and the delivery of quality results.
- The transition from a capped outside services costs to fee-for-service will necessitate use of new utilization management and other "managed-care" functions, drive the implementation of physician/provider guidelines and require expanded data collection and analysis capability, effecting an unknown level of savings and requiring an unknown business investment cost.
- Lack of automation and IT results in: poor decision making, poor data mining, poor performance measuring, inability to defend use of resources, lack of communication between agencies and internally, and lower staff morale due to inefficiencies and prehistoric systems.
- The Department is receiving a proportionately increasing share of County dollars, which will increase accountability for use of resources and diminish our image.
- Decreasing community mental health services and criminalization of the mentally ill will continue to increase the number of incarcerated SMI's and cost associated with staffing, acuity, level of care, medications, advocacy and risk management.
- Inadequate facilities, equipment and trained detention officers, along with an increase in inmate population, will result in an increase in the delay of treatment, an increase in the risk of an adverse outcome and diminish staff morale.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CORRECTIONAL HEALTH
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
DENTAL SERVICES	$ 217,254	$ 156,664	$ -	$ 373,918	$ -
HEALTH RECORD SERVICES	324,869	34,435	-	359,304	-
MEDICAL	9,507,172	1,920,498	-	11,427,670	1,047,151
PAHRMACY	687,018	1,481,268	-	2,168,286	-
PSYCHIATRIC	1,496,035	1,192,376	-	2,688,411	-
QUALITY MANAGEMENT	410,525	1,816,715	-	2,227,240	-
ADMINISTRATIVE SERVICES PROGRA	1,285,856	118,750	-	1,404,606	-
INFORMATION TECHNOLOGY PROGRAM	203,725	25,712	-	229,437	-
UNALLOCATED/INDIRECT COSTS	(2,262,790)	548,617	844,561	(869,612)	8,901
Total	$ 11,869,664	$ 7,295,035	$ 844,561	$ 20,009,260	$ 1,056,052

Key Performance Measures

Program Name: Dental Services

Program Purpose: The purpose of the Dental Program is to provide inmates with necessary emergency dental care so they may be relieved of debilitating dental pain.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of inmates receiving an initial dental assessment by a dentist	N/A	N/A	10.4	30
Percent of inmates treated	N/A	N/A	70	81
Percent of inmates treated by oral surgical specialists	N/A	N/A	84	60

Correctional Health Services (Continued)

Program Name: Health Record Services

Program Purpose: The purpose of the Health Record Services Program is to provide a complete account of health care events for CHS health care providers and staff so that they have the information needed for continuity of inmate care or legal proceedings.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of inmates who have a duplicate health record	N/A	N/A	38.25	22
Percent health records established	N/A	N/A	57.25	95
Percent times health records are available to providers	N/A	N/A	88	95

Program Name: Medical

Program Purpose: The purpose of the Medical program is to provide medically necessary health care to persons in County correctional facilities in order to protect the health and safety of the community.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Patients who choose and accept recommended treatment	N/A	N/A	N/A	56
Percent of patients with chronic disease receiving treatment as defined by Special Needs Treatment Plans (SNTP)	N/A	N/A	11	18
Percent Patient-days in hospital of the incarcerated individuals (mandays in jail)	N/A	N/A	0.08	N/A

Program Name: Pharmacy

Program Purpose: The purpose of CHS pharmacy program is to provide medications and medication use expertise to persons and healthcare providers in County Correctional facilities to minimize patients' adverse health consequences as related to drug therapies.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent change in # reviews of non-formulary requests	208	55	N/A	N/A
Percent released SMI inmates received discharge medications	N/A	N/A	N/A	13
Percent inmates receiving mental health medications	N/A	N/A	50.5	16

Correctional Health Services (Continued)

Program Name: Psychiatric Program

Program Purpose: The purpose of the Psychiatric Program is to identify and treat persons in county correctional facilities that request or need mental health services to maintain or restore mental health and to successfully reintegrate into the community.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Of treatment initiated as defined by all the components of the Special Needs Treatment plan. (inpatient)	N/A	N/A	31.67	N/A
Percent Of individuals that are discharged from the Inpatient Psych. units to General Population (least restrictive environment)	N/A	N/A	50	N/A

Program Name: Quality Management

Program Purpose: The purpose of the Quality Management Program is to provide reports, analyses, and recommendations regarding Infection Control, Continuous Quality Improvement, Risk Management, and Utilization Management to the CHS Director so he/she can evaluate CHS performance and take action to improve health services.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent QI recommendations that lead to improvements of health services and/or achieve compliance with NCCHC standards, licensure regulations and legal mandates	N/A	N/A	N/A	75
Percent communicable disease reports processed within specified time frames	N/A	N/A	89.6	90
Percent positive patient and legal outcomes, such as analysis, grievances without adverse outcomes, claims denied by Risk Management, litigation decided in the CHS' favor, suicide attempts rate and suicide death rates	N/A	N/A	N/A	75
Percent of specialty health care services provided that meet CHS UM guidelines	N/A	N/A	94.75	N/A

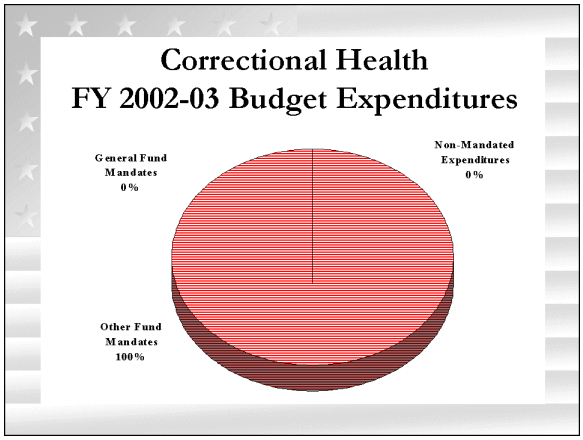
Mandate Consolidated Financial Data

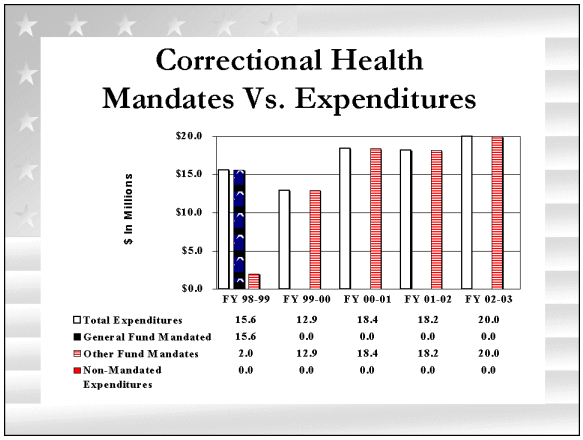
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 15,622,026	$ -	$ -	$ 15,622,026
FY 1999-00 Actuals	$ -	$ 12,848,307	$ -	$ 12,848,307
FY 2000-01 Actuals	$ -	$ 18,356,743	$ -	$ 18,356,743
FY 2001-02 Estimate	$ -	$ 18,193,516	$ -	$ 18,193,516
FY 2002-03 Adopted Budget	$ -	$ 19,814,477	$ 194,783	$ 20,009,260

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 15,622,026	$ -	$ -	$ 15,622,026
FY 1999-00 Actuals	$ -	$ 12,848,307	$ -	$ 12,848,307
FY 2000-01 Actuals	$ -	$ 18,356,743	$ -	$ 18,356,743
FY 2001-02 Estimate	$ -	$ 18,193,516	$ -	$ 18,193,516
FY 2002-03 Adopted Budget	$ -	$ 19,814,477	$ 194,783	$ 20,009,260

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Correctional Health Services (Continued)





Mandate Information

TITLE	Health Care to Indigents in County Correctional Facilities
AUTHORITY	A.R.S. § 11-291 Hospitalization and Medical Care of Indigent Sick
HISTORY/ BACKGROUND	The State has historically placed the burden of indigent care at the county level. The Board of Supervisors has the sole and exclusive authority to provide for the hospitalization and medical care of the indigent sick in the county, including indigent persons under the supervision of a county corrections agency, to the extent such expenses are not covered by a third party payor. Third party payor does not include the Arizona Health Care Cost Containment System (AHCCCS) or the Arizona Long Term Care System (ALTCS).

Correctional Health Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
260 CORRECTIONAL HEALTH

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	11,869,664	7,295,035	649,778	19,814,477	1,056,052
CAPITAL PROJECTS	-	-	194,783	194,783	-
SUB-TOTAL	$ 11,869,664	$ 7,295,035	$ 844,561	$ 20,009,260	$ 1,056,052
TOTAL FUNDS	$ 11,869,664	$ 7,295,035	$ 844,561	$ 20,009,260	$ 1,056,052

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

260 CORRECTIONAL HEALTH

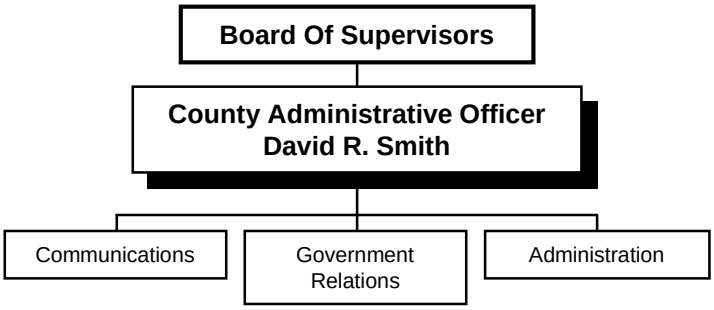
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	81,112	72,913	72,913	73,122	65,151	1,047,152	974,239	1336%
635 OTHER CHARGES FOR SERVICES	6,389	-	-	8,900	-	8,900	8,900	
645 INTEREST EARNINGS	-	-	-	(37)	-	-	-	
650 MISCELLANEOUS REVENUE	242	-	-	-	-	-	-	
Total Revenue	$ 87,743	$ 72,913	$ 72,913	$ 81,985	$ 65,151	$ 1,056,052	$ 983,139	1348%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 5,766,922	$ 7,590,958	$ 8,369,528	$ 6,325,754	$ 8,159,672	$ 8,546,647	$ (177,119)	-2%
705 TEMPORARY PAY	737,102	445,550	445,541	839,169	428,652	815,131	(369,590)	-83%
710 OVERTIME	953,358	337,940	337,940	556,011	309,901	499,997	(162,057)	-48%
750 FRINGE BENEFITS	1,237,068	1,690,223	1,779,634	1,458,437	1,961,574	1,861,400	(81,766)	-5%
790 OTHER PERSONNEL SERVICES	35,913	313,400	313,400	376,537	290,922	397,052	(83,652)	-27%
795 PERSONNEL SERVICES ALLOC OUT	(81,354)	-	-	(80,922)	(65,150)	(250,563)	250,563	
796 PERSONNEL SERVICES ALLOC IN	104,740	26,987	26,987	92,859	54,000	-	26,987	100%
SubTotal	$ 8,753,748	$ 10,405,058	$ 11,273,030	$ 9,567,845	$ 11,139,571	$ 11,869,664	$ (596,634)	-5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 133,102	$ 72,532	$ 85,095	$ 61,418	$ 109,444	110,534	(25,439)	-30%
802 MEDICAL SUPPLIES	2,022,964	1,328,050	1,328,050	1,659,714	1,271,000	1,930,003	(601,953)	-45%
803 FUEL	2,763	2,526	2,526	2,490	2,949	2,500	26	1%
804 NON-CAPITAL EQUIPMENT	77,835	38,500	56,850	14,370	144,600	136,598	(79,748)	-140%
811 HEALTH CARE SERVICES	7,143,570	4,216,063	3,846,475	5,443,366	4,136,297	2,830,003	1,016,472	26%
812 OTHER SERVICES	183,646	240,183	189,466	120,000	228,103	170,001	19,465	10%
820 RENT & OPERATING LEASES	1,958	-	-	4,000	32,012	29,992	(29,992)	
825 REPAIRS AND MAINTENANCE	36,390	48,250	48,250	7,672	149,600	146,522	(98,272)	-204%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	3,228	-	-	-	
839 INTERNAL SERVICE CHARGES	60,953	464,364	464,364	489,778	1,894,536	1,864,084	(1,399,720)	-301%
842 TRAVEL & EDUCATION	11,499	34,500	39,834	15,740	39,700	49,998	(10,164)	-26%
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	3,428	2,500	3,300	(3,300)	
845 SUPPORT AND CARE OF PERSONS	247	-	-	-	-	-	-	
850 UTILITIES	10,980	5,600	5,933	23,800	15,200	21,500	(15,567)	-262%
SubTotal	$ 9,685,908	$ 6,450,568	$ 6,066,843	$ 7,849,004	$ 8,025,941	$ 7,295,035	$ (1,228,192)	-20%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	-	-	-	-	-	194,783	(194,783)	
920 CAPITAL EQUIPMENT	4,799	-	-	-	-	-	-	
940 INFRASTRUCTURE	-	-	-	-	636,000	636,000	(636,000)	
950 DEBT SERVICE	-	26,838	26,838	-	13,001	13,778	13,060	49%
SubTotal	$ 4,799	$ 26,838	$ 26,838	$ -	$ 649,001	$ 844,561	$ (817,723)	-3047%
Total Expenditures	$ 18,444,456	$ 16,882,464	$ 17,366,711	$ 17,416,849	$ 19,814,513	$ 20,009,260	$ (2,642,549)	-15%
Operating Balance (Rev. - Exp.)	$ (18,356,713)	$ (16,809,551)	$ (17,293,798)	$ (17,334,864)	$ (19,749,362)	$ (18,953,208)	$ (1,659,410)	-10%

Correctional Health Services (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 260 CORRECTIONAL HEALTH WORKING TITLE	FTE
ADMIN SYSTEMS MANAGER	1.0
BUSINESS SYSTEMS ANALYST	1.0
BUYER	0.3
CERTIFIED DENTAL ASSISTANT	3.0
CERTIFIED MEDICAL ASSISTANT	41.0
CLINIC SUPERVISOR	1.0
CLINICAL PHARMACIST	1.0
CLINICAL SYSTEMS EDUCATOR	1.0
COMPLIANCE COORDINATOR	1.0
CONTRACT SPECIALIST	1.0
COORDINATOR	1.0
COUNSELOR	18.8
COUNSELOR COORDINATOR	2.0
DATA ENTRY CLERK	1.0
DATA SPECIALIST	1.0
DENTIST	1.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
EDUCATION SPECIALIST	1.0
EXECUTIVE ASSISTANT	1.0
FINANCE MANAGER	1.0
HEALTH RECORDS LEAD	2.0
HUMAN RESOURCES MANAGER	1.0
INFECTION CONTROL COORDINATOR	1.0
INFORMATION SYSTEMS ADMINISTRATOR	1.0
IT TECHNICIAN	0.3
LEAD / CHARGE NURSE	15.0
LICENSED PRACTICAL NURSE	33.0
MEDICAL DIRECTOR	1.0
MEDICAL RECORDS ADMINISTRATOR	1.0
MEDICAL RECORDS TECHNICIAN	7.0
MENTAL HEALTH SVCS ADMINISTRATOR	1.0
NIGHT SHIFT SUPERVISOR	2.0
NURSE PRACTITIONER	7.0
OFFICE ASSISTANT/RECEPTIONIST	1.0
PATIENT CARE ASSISTANT	11.0
PERSONNEL ASSISTANT	1.0
PERSONNEL/PAYROLL COORDINATOR	1.0
PHARMACIST	3.0
PHARMACY TECHNICIAN	6.0
PHYSICIAN	7.0
PHYSICIAN ASSISTANT	7.0
PROCUREMENT SPECIALIST	1.0
PSYCHOLOGIST	1.0
QUALITY MANAGER	1.0
RADIOLOGY TECHNICIAN	1.0
RECRUITMENT SPECIALIST	1.0
REFERRAL/AUTHORIZATION SPECIALIST	1.0
REGIONAL CLINIC ADMINISTRATOR	2.0
REGISTERED NURSE	38.5
RISK MANAGER	1.0
SERVICE WORKER	2.0
SPECIAL PROJECTS COORDINATOR	1.0
STAFFING COORDINATOR	1.0
STAFFING SPECIALIST	1.0
TRAINING SPECIALIST	0.1
UNIT COORDINATOR LEAD	2.0
UNIT SECRETARY	18.0
UTILIZATION MGT COORDINATOR	2.0
UTILIZATION MGT MANAGER	1.0
TOTAL	**265.8**

County Administrative Officer



Mission

The mission of the County Administrative Office (CAO) is to provide leadership and direction for county departments and agencies so that they can deliver services countywide to residents of Maricopa County.

Vision

To manage, lead, and direct countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for county initiatives, initiating program development, and implementation in response to policy direction set by the Board of Supervisors, coordinating county issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning county activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the county in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

Goals

- Reduce pre-AHCCCS costs by FY 2003 while maintaining appropriate access to health care for the indigent.
- Maintain county expenditures within the constitutional limits set by the voters in 1998 through FY 2004.
- MFR: 100% of county departments/agencies will be actively Managing for Results by FY 2002. Management will use results-based performance information to make program and policy decisions by FY 2002. The entire county will be fully engaged in budgeting for results by FY 2003.
- Reduce Maricopa County turnover rate to below or equal to the average of the Maricopa County metro area.
- Develop regional strategies by FY 2002 for reducing juvenile delinquency, and then show a 25% reduction in violent crimes and a 10% reduction in non-violent crimes in targeted areas by 2004. Conduct a comprehensive evaluation of which Maricopa County justice sanctions, services, and programs that effectively discourage repeat offenses by 2002. With this understanding, realize a 2-5% reduction per year in felony offender recidivism rates beginning in 2003. 3. Determine what additional progress needs to be made to most efficiently administer active criminal cases without diminishing effectiveness, by FY 2002 and then: — Close as many cases as are opened

County Administrative Officer (Continued)

each month by FY 2003; — Clear 90% of cases within 180 days by FY 2002; — Clear 99% of cases within 180 days by FY 2006.

Issues

- The implementation of Managing for Results and its focus on linking strategic planning efforts to the budget/accounting system will cause the CAO and the Office of Management and Budget (OMB) to significantly change the way we do business--our communications, policies, procedures, and interactions with departments.
- The constitutionally mandated expenditure limit will challenge the CAO and OMB to address spending growth and increasing service demands largely driven by the county's rapidly growing population.
- Rising indigent health care service costs will make it increasingly difficult for the CAO and OMB to make budget recommendations for all other county programs within current revenue and expenditure limits.
- The rising costs of administering justice will require the CAO and OMB to partner with criminal justice agencies identifying management strategies around effectiveness and processes.
- A poor public image could impact the county's ability to hire and retain qualified employees.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
COUNTY ADMINISTRATIVE OFFICER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COUNTY ADMINISTRATIVE OFFICE	$ 110,060	$ 7,172	$ -	$ 117,232	$ -
COMMUNICATIONS	232,330	72,494	-	304,824	-
GOVERNMENT RELATIONS	214,457	250,544	-	465,001	-
JUSTICE SYSTEM COORDINATION	110,060	3,586	-	113,646	-
OMBUDSMAN	110,060	3,586	-	113,646	-
ADMINISTRATIVE SERVICES PROGRA	310,758	21,516	-	332,274	-
UNALLOCATED/INDIRECT COSTS	6,474	5,379	-	11,853	-
Total	$ 1,094,199	$ 364,277	$ -	$ 1,458,476	$ -

Key Performance Measures

Program Name: Communications

Program Purpose: The purpose of the communications program is to provide internal communication, media relations and community relations to the county so that the public is informed of results achieved by Maricopa County.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Combined dollar value of positive and negative media coverage generated	N/A	N/A	3,957,133	1,500,000
Percent of Board of Supervisors, County Administrative Officer, department directors, and PIO's satisfied with services provided by the Communications Office	N/A	N/A	80	80
Percent of county respondents (as measured by Office of Research and Reporting) who believe the county is effective in communicating to the public	N/A	N/A	0	50

County Administrative Officer (Continued)

Program Name: County Administrative Office

Program Purpose: The purpose of the County Administrative Office program is to provide administrative leadership, budget and policy recommendations, and countywide management coordination for the Board of Supervisors so that they can achieve the county's strategic goals and fulfill the county's legal mandates and local policy initiatives in the most fiscally responsible manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of citizens satisfied with county services	N/A	75	75	80
Percent of complaints/concerns responded to within three days	95	100	100	100

Program Name: Government Relations

Program Purpose: The purpose of the Legislative Service Activity is to provide representation and information to the Board of Supervisors and County Administrative Officer so they can pursue and achieve state and federal operational and fiscal legislative goals.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of targeted bills passed, favorably amended or defeated: low, medium, or high difficulty	90	100	92.5	90
Percent of Board and CAO satisfied with research activities provided	N/A	N/A	0	80
Percent of grant dollars achieved vs. applied for	100	83	85	90

Program Name: Justice System Coordination

Program Purpose: The purpose of the justice system coordination activity is to provide interdepartmental coordination and communicate credible, useful information to the justice and law enforcement agencies and county administration, so that they may comply with requirements, solve problems with effective systemic solutions, and fulfill strategic goals to reduce recidivism and improve case processing.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent users satisfied with utility of reports	N/A	N/A	0	75

Program Name: Ombudsman

Program Purpose: The purpose of the ombudsman activity is to provide investigation and consulting services to employees and department managers so that they can resolve workplace conflicts quickly.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of requests responded to in a timely manner	100	100	100	100

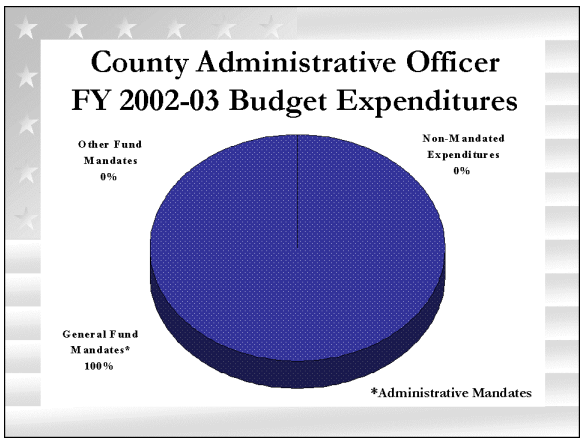
County Administrative Officer (Continued)

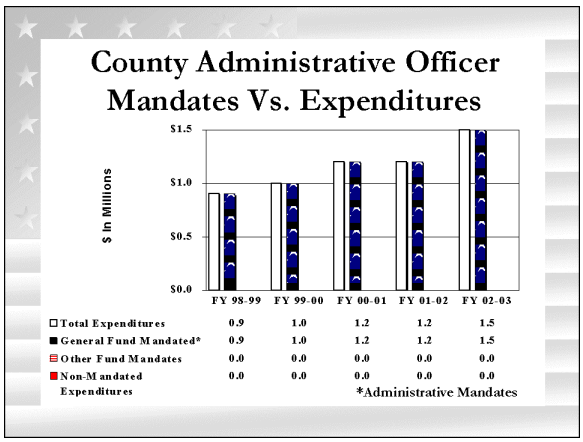
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 934,344	$ 934,344
FY 1999-00 Actuals	$ 1,003,941	$ 1,003,941
FY 2000-01 Actuals	$ 1,172,121	$ 1,172,121
FY 2001-02 Estimate	$ 1,238,341	$ 1,238,341
FY 2002-03 Adopted Budget	$ 1,458,476	$ 1,458,476

Total Administrative Mandates	General Fund	Total
FY 1998-99 Actuals	$ 934,344	$ 934,344
FY 1999-00 Actuals	$ 1,003,941	$ 1,003,941
FY 2000-01 Actuals	$ 1,172,121	$ 1,172,121
FY 2001-02 Estimate	$ 1,238,341	$ 1,238,341
FY 2002-03 Adopted Budget	$ 1,458,476	$ 1,458,476

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





County Administrative Officer (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
200 COUNTY ADMINISTRATIVE OFFICER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,094,199	$ 364,277	$ -	$ 1,458,476	$ -
SUB-TOTAL	$ 1,094,199	$ 364,277	$ -	$ 1,458,476	$ -
TOTAL FUNDS	$ 1,094,199	$ 364,277	$ -	$ 1,458,476	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

200 COUNTY ADMINISTRATIVE OFFICER

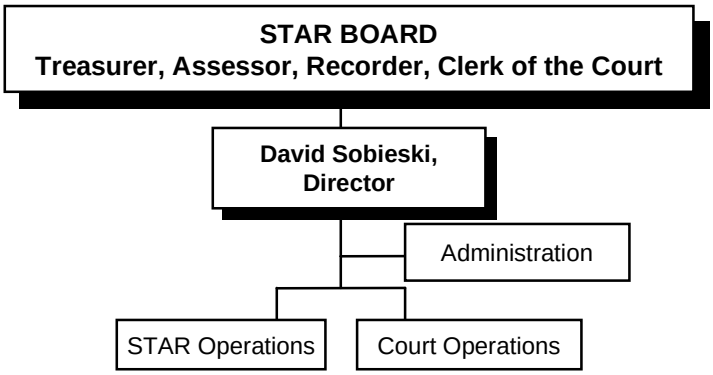
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 685,410	$ 868,378	$ 913,332	$ 815,424	$ 817,245	$ 817,245	$ 96,087	11%
705 TEMPORARY PAY	65,445	98,894	33,714	13,072	19,400	19,400	14,314	42%
710 OVERTIME	16,354	-	-	-	-	-	-	
750 FRINGE BENEFITS	116,188	164,975	161,946	144,624	164,660	164,660	(2,714)	-2%
790 OTHER PERSONNEL SERVICES	-	-	-	222	76	76	(76)	
795 PERSONNEL SERVICES ALLOC OUT	(52,975)	-	(8,000)	-	-	-	(8,000)	-100%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	92,818	(92,818)	
SubTotal	$ 830,422	$ 1,132,247	$ 1,100,992	$ 973,342	$ 1,001,381	$ 1,094,199	$ 6,793	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 12,653	$ 8,000	$ 8,000	$ 8,115	$ 15,784	15,784	(7,784)	-97%
803 FUEL	-	-	-	12	-	-	-	
804 NON-CAPITAL EQUIPMENT	1,605	3,000	3,000	2,545	1,756	1,756	1,244	41%
812 OTHER SERVICES	306,992	296,078	296,078	241,671	313,056	313,056	(16,978)	-6%
825 REPAIRS AND MAINTENANCE	-	2,650	2,650	1,320	1,546	1,546	1,104	42%
839 INTERNAL SERVICE CHARGES	10,620	6,300	6,300	5,547	15,915	15,915	(9,615)	-153%
842 TRAVEL & EDUCATION	9,827	7,000	7,000	5,457	15,979	15,979	(8,979)	-128%
843 POSTAGE/FREIGHT/SHIPPING	2	-	-	332	239	241	(241)	
SubTotal	$ 341,699	$ 323,028	$ 323,028	$ 264,999	$ 364,275	$ 364,277	$ (41,249)	-13%
CAPITAL OUTLAY								
Total Expenditures	$ 1,172,121	$ 1,455,275	$ 1,424,020	$ 1,238,341	$ 1,365,656	$ 1,458,476	$ (34,456)	-2%
Operating Balance (Rev. - Exp.)	$ (1,172,121)	$ (1,455,275)	$ (1,424,020)	$ (1,238,341)	$ (1,365,656)	$ (1,458,476)	$ (34,456)	-2%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
200 COUNTY ADMINISTRATIVE OFFICER

WORKING TITLE	FTE
ADMINISTRATIVE COORDINATOR III - GR	1.0
ADMINISTRATIVE COORDINATOR - CAO	1.0
COMMUNICATIONS DIRECTOR	1.0
COUNTY ADMINISTRATIVE OFFICER	1.0
EMPLOYEE OMBUDSMAN	1.0
EXECUTIVE ASSISTANT	1.0
GOVERNMENT RELATIONS DIRECTOR	1.0
JUSTICE SYSTEMS COORDINATOR	1.0
LEGISLATIVE LIAISON	1.0
MANAGEMENT INTERN	0.3
OFFICE ASSOCIATE	2.0
PRESS SECRETARY	1.0
PUBLIC INFORMATION OFFICER	1.0
VIDEOGRAPHER	1.0
TOTAL	**14.3**

County Call Center



Mission

The mission of the STAR Center is to provide knowledgeable, courteous information to callers of the Treasurer, Assessor, Recorder, Elections and Clerk of the Court offices and the County switchboard so they can conduct their business with the County accurately and conveniently.

Vision

To increase STAR Center efficiency by expanding the information available on the 24-hour automated system.

Goals

- By the end of 2002, the STAR Center will identify, convert and expand the automated call answering system which will result in increased customer service 24 hours a day and at a lower overall cost.
- Beginning in 2001, the STAR Center will budget for temporary help based on anticipated demand and by the end of 2002 create a teleworking pilot project, to provide better customer service during peak call periods.
- Beginning in 2001, the STAR Center will hire a training specialist to coordinate the development and delivery of training, which emphasizes all information including legislative changes affecting the residents of Maricopa County, insuring accurate and timely customer service.
- The STAR Center will initiate a program to review, evaluate and upgrade its software/hardware compatibility with the agencies we serve. We will convert both the Treasurer and Assessor system by the end of 2001.
- By the end of 2001, the STAR Center will be able to provide web-based initial training for all public assistance call answering activities, resulting in better customer service.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CALL CENTER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
STAR CENTER	$ 347,698	$ 15,921	$ -	$ 363,619	$ -
ADMINISTRATIVE SERVICES PROGRA	138,740	-	-	138,740	-
INFORMATION TECHNOLOGY PROGRAM	62,333	-	-	62,333	-
UNALLOCATED/INDIRECT COSTS	541,946	216,675	-	758,621	-
Total	$ 1,090,717	$ 232,596	$ -	$ 1,323,313	$ -

County Call Center (Continued)

Key Performance Measures

Program Name: STAR Center

Program Purpose: The purpose of the STAR Call Center is to provide an immediate information bridge for the residents of Maricopa County so that the caller and the customer service agent can identify and define the issue or problem and either solve the problem or recommend a course of action in a single telephone call.

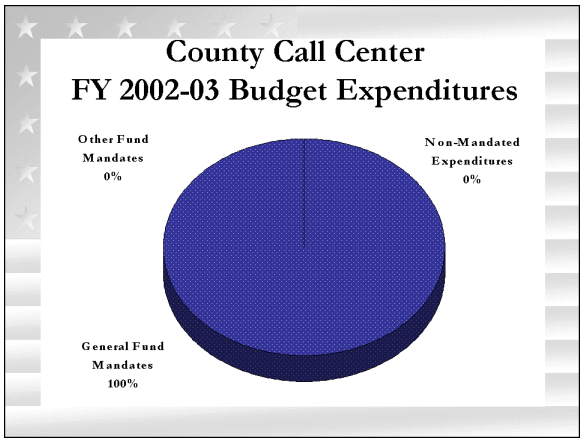
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of calls answered within 30 seconds	0	0	N/A	70
Percent of requested documents mailed within 24 hours	0	0	N/A	0

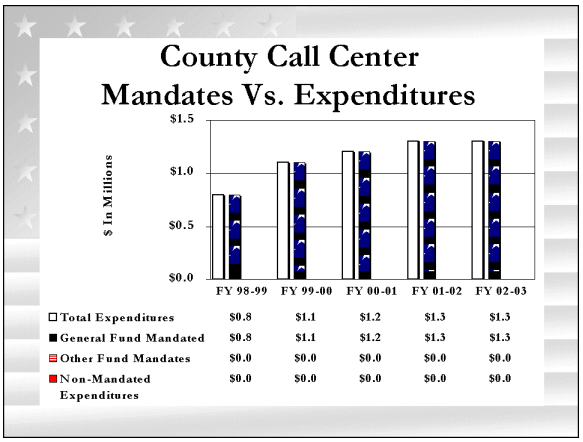
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 841,250	$ 841,250
FY 1999-00 Actuals	$ 1,148,984	$ 1,148,984
FY 2000-01 Actuals	$ 1,221,730	$ 1,221,730
FY 2001-02 Estimate	$ 1,252,766	$ 1,252,766
FY 2002-03 Adopted Budget	$ 1,323,313	$ 1,323,313

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 841,250	$ 841,250
FY 1999-00 Actuals	$ 1,148,984	$ 1,148,984
FY 2000-01 Actuals	$ 1,221,730	$ 1,221,730
FY 2001-02 Estimate	$ 1,262,475	$ 1,262,475
FY 2002-03 Adopted Budget	$ 1,323,313	$ 1,323,313

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





County Call Center (Continued)

Mandate Information

TITLE	STAR Call Center
AUTHORITY	A.R.S. § 11-401 Enumeration Of Officers; A.R.S. § 11-541 Powers And Duties Generally County Assessor; A.R.S. §§ 11-461 through 11-483 County Recorder; A.R.S. § 11-491; A.R.S. § 11-494; A.R.S. § 11-604-605; A.R.S. § 15-996; A.R.S. §§ 35-323 through 35-327; A.R.S. § 41-1285.21; A.R.S. § 42, :IRC150, 148 County Treasurer; A.R.S. § 16-201 Primary Election; A.R.S. § 16-211 General Election; A.R.S. § 16-452 State of Arizona Electronic Voting System Instructions and Procedures Manual Elections Office.
HISTORY/ BACKGROUND	The STAR Call Center is the official communication medium between the Offices of the Board of Supervisors, Treasurer, Assessor, & Recorder (including Elections) and the citizens of Maricopa County.
MANDATE DESCRIPTION	The STAR Call Center has numerous statutory and constitutional duties, which mirror those of the Assessor, Treasurer, Recorder and Elections. The Call Center provides information, such as property tax information, assessed value of property, deed recording information, polling places on elections day, etc., all without transferring between departments. Services extend to the citizens of Maricopa County and beyond, such as property owners, mortgage banks, investors, heirs, etc.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
140 CALL CENTER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,090,717	$ 232,596	$ -	$ 1,323,313	$ -
SUB-TOTAL	$ 1,090,717	$ 232,596	$ -	$ 1,323,313	$ -
TOTAL FUNDS	$ 1,090,717	$ 232,596	$ -	$ 1,323,313	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

140 CALL CENTER

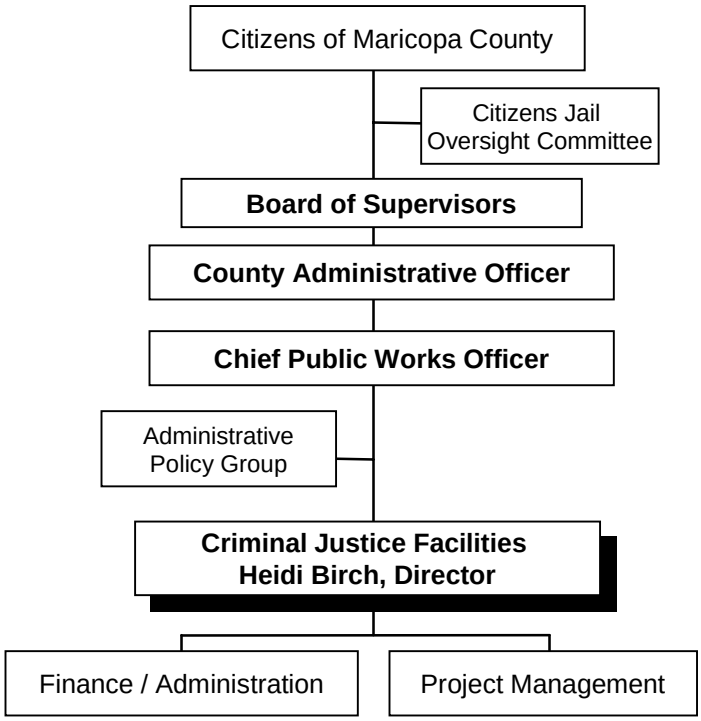
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 746,022	$ 806,448	$ 835,534	$ 793,945	$ 812,695	$ 826,239	$ 9,295	1%
705 TEMPORARY PAY	65,936	51,052	51,052	44,249	54,472	54,472	(3,420)	-7%
710 OVERTIME	43,705	-	-	2,965	3,400	2,600	(2,600)	
750 FRINGE BENEFITS	171,993	193,037	195,989	192,653	215,072	207,406	(11,417)	-6%
790 OTHER PERSONNEL SERVICES	-	-	-	3,230	-	-	-	
SubTotal	$ 1,027,656	$ 1,050,537	$ 1,082,575	$ 1,037,042	$ 1,085,639	$ 1,090,717	$ (8,142)	-1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 17,696	$ 14,000	$ 7,002	$ 6,987	$ 9,816	9,000	(1,998)	-29%
803 FUEL	136	120	120	280	400	-	120	100%
810 LEGAL SERVICES	119	-	-	-	-	-	-	
812 OTHER SERVICES	21,355	47,194	47,194	50,088	60,750	60,750	(13,556)	-29%
820 RENT & OPERATING LEASES	119,177	151,857	151,855	149,604	155,655	155,655	(3,800)	-3%
825 REPAIRS AND MAINTENANCE	27,928	-	-	-	1,048	1,048	(1,048)	
839 INTERNAL SERVICE CHARGES	1,511	12,000	12,000	8,097	13,000	4,377	7,623	64%
842 TRAVEL & EDUCATION	6,152	5,600	650	651	651	1,266	(616)	-95%
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	17	1,000	500	(500)	
SubTotal	$ 194,074	$ 230,771	$ 218,821	$ 215,724	$ 242,320	$ 232,596	$ (13,775)	-6%
CAPITAL OUTLAY								
Total Expenditures	$ 1,221,730	$ 1,281,308	$ 1,301,396	$ 1,252,766	$ 1,327,959	$ 1,323,313	$ (21,917)	-2%
Operating Balance (Rev. - Exp.)	$ (1,221,730)	$ (1,281,308)	$ (1,301,396)	$ (1,252,766)	$ (1,327,959)	$ (1,323,313)	$ (21,917)	-2%

County Call Center (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 140 CALL CENTER	
WORKING TITLE	**FTE**
ADMINISTRATIVE MANAGER	1.0
ADMINISTRATIVE/OFFICE SUPPORT SUPERVISOR	2.0
ADMINISTRATOR	1.0
CALL AGENT	23.0
DEPARTMENTAL HUMAN RESOURCES SPECIALIST	1.0
LEAD CALL AGENT	4.0
NETWORK ADMINISTRATOR	1.0
TOTAL	**33.0**

Criminal Justice Facilities Development



Mission

The mission of the Criminal Justice Facilities Development Department is to provide programming, design and construction management services to Maricopa County so that it can fulfill the mandate of the November 1998 jail tax initiative, thereby ensuring that there is adequate jail space to incarcerate the growing population of dangerous offenders.

Vision

The vision of the Criminal Justice Facilities Development Department is to expeditiously provide the facilities necessary to house pre-trial detainees and post-trial convicted criminals while achieving initial capital and life cycle cost efficiencies using innovative, imaginative and effective facility designs.

Goals

- Construct on schedule and within budget 3,139 adult detention beds of the required custody classification and all necessary support facilities at a downtown location and the Durango Complex by the end of FY 2004.
- Construct on schedule and within budget 388 juvenile detention beds and all necessary support facilities at the Durango Complex and the Southeast Regional Facility including expansion of juvenile court facilities at the Durango Complex by the end of FY 2004.
- Construct on schedule and within budget a Parking Structure with 985 parking spaces and a Forensic Science Center and laboratory facility by the end of FY 2003.

Criminal Justice Facilities Development (Continued)

Issues

- Construction prices and labor availability will improve somewhat each year of the program, which could have a slight positive impact on schedule and budget for the next two to four years.
- Inflationary impacts should not increase more than projected during the design and construction period and construction escalation should not impact project budgets more than projected for the next two to four years.
- The Board of Supervisors and County Executive Management will remain stable and supportive allowing the department to maintain a stable set of priorities and constant direction for the next two to four years.
- The ability to efficiently work within the City of Phoenix will remain difficult and problematic requiring an extraordinary amount of department time, effort and money to maintain schedules related to the City's archaic planning and permitting process for the next two to four years.
- Relationships with internal County departments will remain positive and strong minimizing potential costly design, construction and schedule changes for the next two to four years.
- It will remain difficult to hire competent employees given the short-term duration of the project and continuing robust competition for professional and technical personnel in the local area for the next two to four years.
- All non-structural recommendations in the Jail Master Plan will be essentially achieved by the County's Judicial System to enable the construction program to remain valid and achieve the desired outcome envisioned in the Jail Master Plan for the next four years.
- Potential sales tax increases in the State of Arizona, City of Phoenix and City of Mesa could negatively impact the program budget by approximately $1,500,000 in the next two to four years.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
CRIMINAL JUSTICE FACILITY DEV
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADULT DETENTION CONSTRUCTION	$ -	$ -	$ 201,953,894	$ 201,953,894	$ -
JUVENILEDETENTION CONSTRUCTION	-	-	47,371,901	47,371,901	-
UNALLOCATED/INDIRECT COSTS	-	-	-	-	98,138,712
Total	$ -	$ -	$ 249,325,795	$ 249,325,795	$ 98,138,712

Criminal Justice Facilities Development (Continued)

Key Performance Measures

Program Name: Adult Detention Construction

Program Purpose: The purpose of the Adult Detention Construction Program is to provide construction management services for Maricopa County so that facilities to house an additional 3,139 jail beds can be constructed on time and within budget, thereby ensuring that there is adequate jail space to incarcerate the growing population of dangerous offenders.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent 4th Avenue Jail Construction project completion as compared to budget	5	16	38	91
Percent Lower Buckeye Jail Construction project completion as compared to budget	4	13	50	96

Program Name: Construction Project Management Administration

Program Purpose: The purpose of the Construction Project Management Administration Program is to provide construction management services for Maricopa County so that programs can be completed on schedule and within budget.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent construction project management costs as a percentage of the project budget	9	8	8	9

Program Name: Juvenile Detention Construction

Program Purpose: The purpose of the Juvenile Detention Construction Program is to provide construction management services for Maricopa County so that facilities to house an additional 388 beds can be constructed on time and within budget, thereby ensuring that there is adequate detention space to incarcerate the growing population of juvenile offenders.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Juvenile Durango Construction project completion as compared to budget	2	15	37	87
Percent Juvenile Mesa Construction project completion as compared to budget	3	16	N/A	91

Criminal Justice Facilities Development (Continued)

Program Name: Parking Structure and Forensic Science Center Construction

Program Purpose: The purpose of the Jefferson St. Parking Structure and Forensic Science Center Construction Program is to provide construction management services to Maricopa County so that parking and a forensic science facility can be constructed on schedule and within budget, thereby ensuring that there is adequate capacity to accommodate current demand as well as population growth.

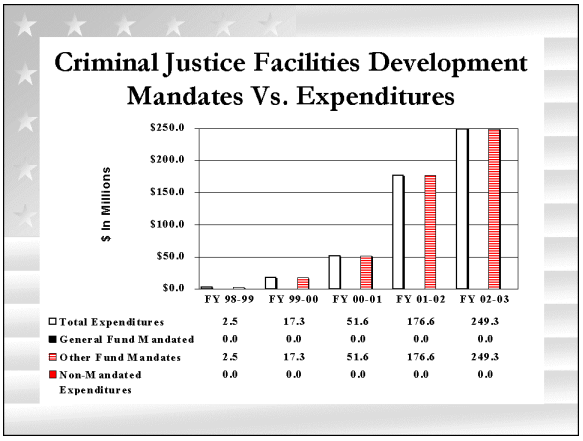
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Jefferson Street Parking Structure Construction project completion as compared to budget	5	18	83	100
Percent Forensic Science Center Construction project completion as compared to budget	1	9	76	100

Mandate Consolidated Financial Data

Total Department Expenditures	Capital Projects	Total
FY 1998-99 Actuals	$ 2,464,000	$ 2,464,000
FY 1999-00 Actuals	$ 17,293,055	$ 17,293,055
FY 2000-01 Actuals	$ 51,548,659	$ 51,548,659
FY 2001-02 Estimate	$ 176,608,429	$ 176,608,429
FY 2002-03 Adopted Budget	$ 249,325,795	$ 249,325,795

Total Mandated Expenditures	Capital Projects	Total
FY 1998-99 Actuals	$ 2,464,000	$ 2,464,000
FY 1999-00 Actuals	$ 17,293,055	$ 17,293,055
FY 2000-01 Actuals	$ 51,548,658	$ 51,548,658
FY 2001-02 Estimate	$ 154,907,523	$ 154,907,523
FY 2002-03 Adopted Budget	$ 249,325,795	$ 249,325,795

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Criminal Justice Facilities Development (Continued)

Mandate Information

TITLE	Construction Of Jail Detention And Justice Facilities
AUTHORITY	The Legislature, in Laws 1998, Chapter 225, amending A.R.S. § 42-1491, granted a one-time opportunity to Maricopa County voters to approve a jail facilities excise tax levy to construct and operate jail facilities.
HISTORY/ BACKGROUND	The jail facilities excise tax levy was authorized at two-tenths of a percent (0.002) of the tax base to remain in effect until $900 million is collected, but not more than nine years after January 1, 1999. The Maricopa County voters approved the tax levy effective January 1, 1999.
MANDATE DESCRIPTION	Design and construct the new adult and juvenile detention and justice facilities.

Construction of Jail Detention and Justice Facilities	Capital Projects	Total
FY 1998-99 Actuals	$ 2,464,000	$ 2,464,000
FY 1999-00 Actuals	$ 17,293,055	$ 17,293,055
FY 2000-01 Actuals	$ 51,548,658	$ 51,548,658
FY 2001-02 Estimate	$ 154,907,523	$ 154,907,523
FY 2002-03 Adopted Budget	$ 249,325,795	$ 249,325,795

Criminal Justice Facilities Development (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
400 CRIMINAL JUSTICE FACILITY DEV

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CAPITAL PROJECTS	-	-	249,325,795	249,325,795	98,138,712
SUB-TOTAL	$ -	$ -	$ 249,325,795	$ 249,325,795	$ 98,138,712
TOTAL FUNDS	$ -	$ -	$ 249,325,795	$ 249,325,795	$ 98,138,712

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

400 CRIMINAL JUSTICE FACILITY DEV

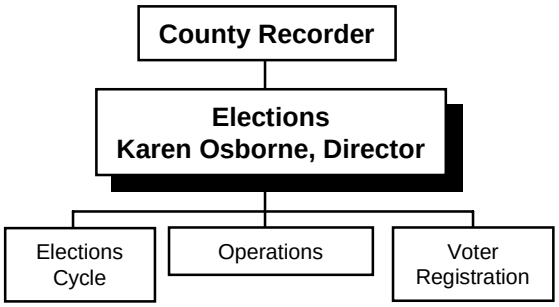
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	(2,000)	-	-	-	-	-	-	
680 TRANSFERS IN	103,034,316	84,726,011	84,726,011	84,726,011	99,126,011	98,138,712	13,412,701	16%
Total Revenue	$ 103,032,316	$ 84,726,011	$ 84,726,011	$ 84,726,011	$ 99,126,011	$ 98,138,712	$ 13,412,701	16%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 326,935	$ 400,932	$ 469,164	$ 475,259	$ 509,599	$ 509,599	$ (40,435)	-9%
705 TEMPORARY PAY	7,628	27,045	24,173	11,019	24,173	24,173	-	0%
710 OVERTIME	1,500	-	-	-	-	-	-	
750 FRINGE BENEFITS	52,288	75,303	86,448	78,478	100,046	99,926	(13,478)	-16%
790 OTHER PERSONNEL SERVICES	-	-	-	-	25,500	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	(503,280)	(579,785)	(510,074)	-	(686,856)	107,071	18%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	(57,947)	-	53,158	(53,158)	
SubTotal	$ 388,351	$ -	$ -	$ (3,265)	$ 659,318	$ -	$ -	
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 137,465	$ -	$ -	$ -	$ 40,000	-	-	
802 MEDICAL SUPPLIES	-	-	-	1	-	-	-	
803 FUEL	-	-	-	-	1,500	-	-	
804 NON-CAPITAL EQUIPMENT	12,156	-	-	-	1,500	-	-	
810 LEGAL SERVICES	3,802	-	-	-	30,000	-	-	
812 OTHER SERVICES	(363,015)	-	-	-	1,500	-	-	
820 RENT & OPERATING LEASES	99,905	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	114,543	-	-	-	131,428	-	-	
842 TRAVEL & EDUCATION	261	-	-	1	2,000	-	-	
843 POSTAGE/FREIGHT/SHIPPING	19	-	-	-	1,000	-	-	
880 TRANSFERS OUT	381,171	-	-	-	-	-	-	
SubTotal	$ 386,307	$ -	$ -	$ 2	$ 208,928	$ -	$ -	
CAPITAL OUTLAY								
910 LAND	$ 1,040,451	$ -	$ -	$ -	$ -	$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	49,733,550	229,759,912	229,759,912	175,763,386	239,325,795	249,325,795	(19,565,883)	-9%
940 INFRASTRUCTURE	-	877,441	848,306	848,306	-	-	848,306	100%
SubTotal	$ 50,774,001	$ 230,637,353	$ 230,608,218	$ 176,611,692	$ 239,325,795	$ 249,325,795	$ (18,717,577)	-8%
Total Expenditures	$ 51,548,659	$ 230,637,353	$ 230,608,218	$ 176,608,429	$ 240,194,041	$ 249,325,795	$ (18,717,577)	-8%
Operating Balance (Rev. - Exp.)	$ 51,483,657	$ (145,911,342)	$ (145,882,207)	$ (91,882,418)	$ (141,068,030)	$ (151,187,083)	$ (5,304,876)	-4%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
400 CRIMINAL JUSTICE FACILITY DEV

WORKING TITLE	FTE
ADMINISTRATIVE ASSISTANT	1.0
CHIEF FINANCIAL OFFICER	1.0
DIRECTOR	1.0
SENIOR PROJECT MANAGER	3.0
SUPERVISOR	1.0
TOTAL	**7.0**

Elections



Mission

The mission of the Elections Department is to provide access to the electoral process for citizens, jurisdictions, candidates, the legislature and special interest groups so that they have equal access and may readily participate in elections.

Goals

- Decrease the percentage of voters traveling to the polls by 5% by 2003.
- Reduce the number of candidates fined to less than 10% of the total filing.
- Reduce the rate of increase in mandated costs by 10%.
- Reduce manual processing of ballots by 1% of ballots cast by 2002.
- Cut complaints about counter voting at early voting sites in half by 2002.

Issues

- Due to the rising expectation of voters for convenience, budget restrictions, the inability to find polling places and obtain board workers, we need to create a culture accepting the transition from the polling place to the mailbox.
- Rising expectations of voters for convenience, the need to accurately, consistently and promptly tally votes, and the demand of Jurisdictions for more data in a timely manner create the need for better access to technology.
- Due to the impact of Federal and State legislators on the election process, we need to communicate our concerns to them through an aggressive, coordinated program.
- Rising expectations of candidates and elected officials for ease of filing combined with complex regulations create the need for an aggressive education program using data processing technology to ease the process of candidate filing.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
ELECTIONS
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ELECTIONS	$ 2,234,659	$ 5,360,439	$ -	$ 7,595,098	$ -
VOTER REGISTRATION	586,757	222,546	-	809,303	-
ADMINISTRATIVE SERVICES PROGRA	802,536	3,011	-	805,547	-
UNALLOCATED/INDIRECT COSTS	312,024	613,401	-	925,425	2,085,000
Total	$ 3,935,976	$ 6,199,397	$ -	$ 10,135,373	$ 2,085,000

Elections (Continued)

Key Performance Measures

Program Name: Elections

Program Purpose: The purpose of the Elections Program is to provide access to the electoral process for citizens, jurisdictions, candidates, the legislature and special interest groups so that they have equal access and may readily participate in elections.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percentage of deliveries of supplies and equipment delivered to the correct polling place	0	0	100	100
Percentage of candidates fined	0	0	2.98	5
The percentage of ballots returned for which the correct ballot has been issued	0	0	100	98
Percentage of elections not postponed because of improper boundaries	0	0	100	100
Reduction in the number of complaints about polls per vote cast at polls	0	0	0	0
Percentage reduction in complaints about board workers	0	0	0	0
Percentage increase in the number of voter registration cards collected at events	0	0	0	0
Percentage of votes tabulated correctly	0	0	100	100
The percentage of special ballots processed in time to meet the statutory deadline	0	0	100	100

Program Name: Voter Registration

Program Purpose: The purpose of the Voter Registration Program is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percentage of all valid registrations processed in time to meet election deadlines	N/A	N/A	100	98
The percentage of valid registrations scanned and indexed in time to meet election deadlines	N/A	N/A	100	98

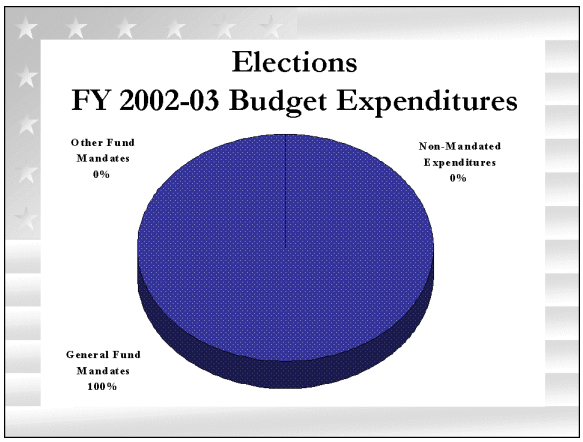
Elections (Continued)

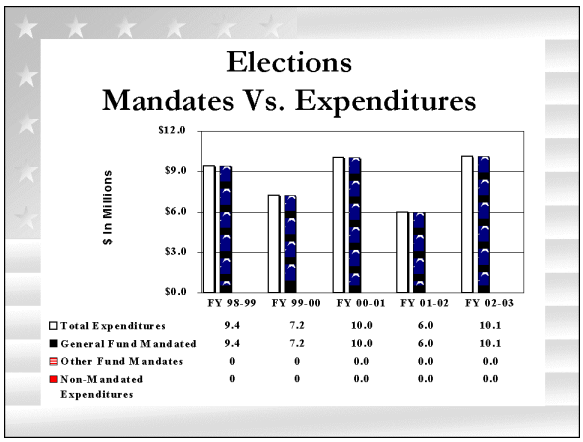
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 9,419,592	$ 9,419,592
FY 1999-00 Actuals	$ 7,237,078	$ 7,237,078
FY 2000-01 Actuals	$ 9,978,329	$ 9,978,329
FY 2001-02 Estimate	$ 5,963,585	$ 5,963,585
FY 2002-03 Adopted Budget	$ 10,135,373	$ 10,135,373

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 9,419,592	$ 9,419,592
FY 1999-00 Actuals	$ 7,237,078	$ 7,237,078
FY 2000-01 Actuals	$ 9,978,329	$ 9,978,329
FY 2001-02 Estimate	$ 5,963,585	$ 5,963,585
FY 2002-03 Adopted Budget	$ 10,135,373	$ 10,135,373

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Elections
AUTHORITY	A.R.S. § 16-201 Primary Election; A.R.S. § 16-211 General Election; A.R.S. § 16-452 State of Arizona Electronic Voting System Instructions and Procedures Manual.
HISTORY/ BACKGROUND	Beginning in 1875, the territorial legislature enacted laws to establish, maintain and continue the election process and the efficient management of voter registration records. The State of Arizona subsequently adopted these laws at the time of statehood in 1912.
MANDATE DESCRIPTION	Conduct elections with accuracy and consistency in accordance with Federal laws, state laws and established procedures.

Elections (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
210 ELECTIONS

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,935,976	$ 6,199,397	$ -	$ 10,135,373	$ 2,085,000
SUB-TOTAL	$ 3,935,976	$ 6,199,397	$ -	$ 10,135,373	$ 2,085,000
TOTAL FUNDS	$ 3,935,976	$ 6,199,397	$ -	$ 10,135,373	$ 2,085,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

210 ELECTIONS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	2,661,305	775,000	1,315,541	1,337,665	2,067,500	2,067,500	751,959	57%
635 OTHER CHARGES FOR SERVICES	1,270	-	-	12,445	-	-	-	
637 FINES & FORFEITS	22,256	2,500	2,500	6,370	2,500	2,500	-	0%
650 MISCELLANEOUS REVENUE	9,928	15,000	15,000	12,838	15,000	15,000	-	0%
Total Revenue	$ 2,694,759	$ 792,500	$ 1,333,041	$ 1,369,318	$ 2,085,000	$ 2,085,000	$ 751,959	56%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,618,296	$ 1,641,979	$ 1,950,774	$ 1,838,418	$ 1,933,961	$ 1,910,393	$ 40,381	2%
705 TEMPORARY PAY	562,473	263,339	273,796	108,794	843,358	843,358	(569,562)	-208%
710 OVERTIME	448,086	173,632	173,632	130,065	507,546	507,546	(333,914)	-192%
750 FRINGE BENEFITS	457,563	475,829	505,943	473,674	683,070	674,679	(168,736)	-33%
790 OTHER PERSONNEL SERVICES	-	-	-	13,264	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	(1)	-	-	58	-	-	-	
SubTotal	$ 3,086,417	$ 2,554,779	$ 2,904,145	$ 2,564,273	$ 3,967,935	$ 3,935,976	$ (1,031,831)	-36%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 199,541	$ 122,328	$ 122,328	$ 208,223	$ 81,471	26,471	95,857	78%
802 MEDICAL SUPPLIES	-	-	-	66	-	-	-	
803 FUEL	8,959	2,000	2,000	2,620	9,750	9,750	(7,750)	-388%
804 NON-CAPITAL EQUIPMENT	20,281	121,500	121,500	6,141	-	-	121,500	100%
810 LEGAL SERVICES	3,125	9,000	9,000	8,619	4,800	4,800	4,200	47%
812 OTHER SERVICES	4,852,367	2,417,453	2,068,087	2,173,322	4,645,323	4,495,324	(2,427,237)	-117%
820 RENT & OPERATING LEASES	711,431	526,100	526,100	488,508	810,433	810,428	(284,328)	-54%
825 REPAIRS AND MAINTENANCE	22,474	16,000	16,000	2,568	-	-	16,000	100%
839 INTERNAL SERVICE CHARGES	102,688	42,000	42,000	59,789	44,000	40,124	1,876	4%
842 TRAVEL & EDUCATION	88,102	45,450	45,450	33,153	61,600	61,600	(16,150)	-36%
843 POSTAGE/FREIGHT/SHIPPING	466	207,000	207,000	252,679	743,400	743,400	(536,400)	-259%
850 UTILITIES	2,822	5,900	5,900	13,624	7,500	7,500	(1,600)	-27%
SubTotal	$ 6,012,256	$ 3,514,731	$ 3,165,365	$ 3,249,312	$ 6,408,277	$ 6,199,397	$ (3,034,032)	-96%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	879,659	-	-	150,000	-	-	-	
SubTotal	$ 879,659	$ -	$ -	$ 150,000	$ -	$ -	$ -	
Total Expenditures	$ 9,978,332	$ 6,069,510	$ 6,069,510	$ 5,963,585	$ 10,376,212	$ 10,135,373	$ (4,065,863)	-67%
Operating Balance (Rev. - Exp.)	$ (7,283,573)	$ (5,277,010)	$ (4,736,469)	$ (4,594,267)	$ (8,291,212)	$ (8,050,373)	$ (3,313,904)	-70%

Elections (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 210 ELECTIONS WORKING TITLE	FTE
ADMINISTRATIVE COORDINATOR	3.0
ASSISTANT ELECTIONS DIRECTOR	2.0
ASSOCIATE INFORMATION SYSTEM TECHNICIAN	2.0
BOARDWORKER RECRUITER SUPERVISOR	1.0
CANDIDATE FILING SUPERVISOR	1.0
DATA OPERATIONS CLERK	1.0
DEPUTY DIRECTOR	1.0
DEPUTY FINANCIAL SERVICES ADMINISTRATOR	1.0
EARLY VOTING CLERK	2.0
EARLY VOTING SUPERVISOR	2.0
EARLY VOTING/LOGISTICS CLERK	1.0
ELECTION SPECIALIST	1.0
ELECTIONS COORDINATOR	1.0
ELECTIONS DIRECTOR	1.0
FISCAL SERVICES DIRECTOR	1.0
GIS CLERK	1.0
GIS PROGRAMMER/ANALYST	1.0
GIS TECHNICIAN	2.0
INFORMATION SYSTEMS CONSULTANT	1.0
OPERATIONS/IMAGING CLERK	2.0
OPERATIONS/WAREHOUSE SUPERVISOR	1.0
PERSONNEL/PAYROLL ADMINSTRATOR	1.0
POLLING PLACE COORDINATOR	3.0
PROCUREMENT SPECIALIST	1.0
PROGRAMMER ANALYST	1.0
PUBLIC INFORMATION SUPERVISOR	1.0
RECORDER'S EXCUTIVE ASSISTANT	1.0
TROUBLESHOOTER PROGRAM COORDINATOR	1.0
VOTER REGISTRATION SPECIALIST	12.0
VOTER REGISTRATION SUPERVISOR	2.0
WAREHOUSE TECHNICIAN	2.0
TOTAL	**54.0**

Eliminations

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
980 ELIMINATIONS

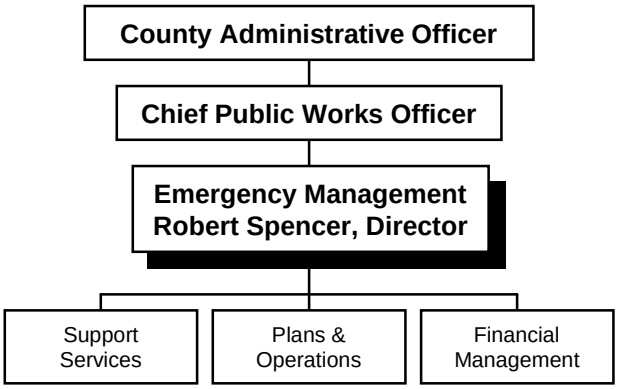
FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SUB-TOTAL	$ -	$ -	$ -	$ -	$ -
ELIMINATIONS	-	(602,949,306)	-	(602,949,306)	(602,949,306)
TOTAL FUNDS	$ -	$ (602,949,306)	$ -	$ (602,949,306)	$ (602,949,306)

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

980 ELIMINATIONS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	-	(1,000,000)	(1,000,000)	-	-	-	1,000,000	100%
635 OTHER CHARGES FOR SERVICES	-	(2,400,000)	(3,582,344)	(3,103,072)	(2,600,000)	(2,600,000)	982,344	27%
636 INTERNAL SERVICE CHARGES	-	(39,770,634)	(39,975,892)	(41,549,502)	(43,930,743)	(45,633,576)	(5,657,684)	-14%
638 PATIENT SERVICE REVENUE	-	(92,049,912)	(91,299,912)	(62,093,733)	(70,516,024)	(72,066,024)	19,233,888	21%
680 TRANSFERS IN	-	(363,678,741)	(412,011,159)	(366,160,243)	(390,004,583)	(482,649,706)	(70,638,547)	-17%
Total Revenue	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ (602,949,306)	$ (55,079,999)	-10%
EXPENDITURES								
PERSONAL SERVICES								
SUPPLIES & SERVICES								
811 HEALTH CARE SERVICES	-	(77,049,912)	(76,299,912)	(48,658,384)	(57,173,163)	(58,723,163)	(17,576,749)	-23%
812 OTHER SERVICES	-	(2,400,000)	(3,582,344)	(3,103,072)	(2,600,000)	(2,600,000)	(982,344)	-27%
839 INTERNAL SERVICE CHARGES	-	(39,770,634)	(39,975,892)	(41,549,502)	(43,930,743)	(45,633,576)	5,657,684	14%
845 SUPPORT AND CARE OF PERSONS	-	(16,000,000)	(16,000,000)	(13,435,349)	(13,342,861)	(13,342,861)	(2,657,139)	-17%
880 TRANSFERS OUT	-	(363,678,741)	(412,011,159)	(366,160,243)	(390,004,583)	(482,649,706)	70,638,547	17%
SubTotal	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ (602,949,306)	$ 55,079,999	10%
CAPITAL OUTLAY								
Total Expenditures	$ -	$ (498,899,287)	$ (547,869,307)	$ (472,906,550)	$ (507,051,350)	$ (602,949,306)	$ 55,079,999	10%

Emergency Management



Mission

The mission of the Maricopa County Department of Emergency Management is to provide community-wide education, planning, coordination, and continuity of government for the people of Maricopa County in order to protect lives, property and the environment in the event of a major emergency.

Vision

We will be a respected and effective leader in providing all aspects of a comprehensive emergency management program, including mitigation, preparedness, response, and recovery, in a proactive manner.

Goals

- Maintain a level of technological compatibility in the areas of radio, voice, and data communications within the emergency management arena to ensure the ability of the department to communicate with other agencies and the general public during emergencies, as well as on a day-to-day basis.
- Develop the Maricopa County Disaster Mitigation Plan by June, 2002. Additionally, develop a program by which the department will assist in the development of mitigation plans for each of the 24 cities and towns supported by the department.
- Develop the capability to alert the people in Maricopa County of a major emergency within 15 minutes after a protective actions decision has been made by the appropriate authority.
- Meet or exceed the standards of National Fire Protection Association 1600 for emergency management, achieve nationally recognized departmental accreditation, and maintain an appropriate level of personnel training.
- By February of 2003, conduct a hazard analysis for developments with large populations in unincorporated areas of Maricopa County and develop written plans and procedures to address the hazards that are specific to those areas.
- Develop plans and programs within the four-year update cycle that will enable the County and other governmental entities within it to effectively deal with the emerging threats of terrorism, school violence, and widespread electrical power failures.

Emergency Management (Continued)

Issues

- Failure to keep up with improvements in technology will degrade our ability to effectively communicate with outside agencies and coordinate our response to emergencies.
- Failure to respond to the increasing federal emphasis on hazard mitigation may result in unnecessary loss of lives, property, and funding.
- Increased populations within hazard-prone areas make it necessary to develop better methods of alerting the population of impending disasters,
- As the field of emergency management evolves, adhering to newly established standards, achieving nationally recognized accreditation, and providing sufficient training to employees will become increasingly difficult.
- Increased population density in several areas of unincorporated Maricopa County will make residents of those areas increasingly vulnerable to the effects of major emergencies without the benefit of having developed plans to deal with those events.
- Terrorism, school violence, and widespread electrical power failures are emerging issues that can result in loss of life and damage to property.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
EMERGENCY MANAGEMENT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
MITIGATION	$ 34,133	$ 45,374	$ 4,000	$ 83,507	$ 27,831
PREPAREDNESS	463,602	244,073	11,000	718,675	403,396
RESPONSE AND RECOVERY	69,099	72,073	5,000	146,172	75,711
ADMINISTRATIVE SERVICES PROGRA	195,172	-	-	195,172	157,708
UNALLOCATED/INDIRECT COSTS	-	20,364	-	20,364	2,013
Total	$ 762,006	$ 381,884	$ 20,000	$ 1,163,890	$ 666,659

Key Performance Measures

Program Name: Mitigation

Program Purpose: The purpose of the mitigation program is to provide mitigation plans and programs to Maricopa County and political subdivisions therein so that they can reduce or eliminate the effects of future disasters.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of county, city, and town governments with a hazard mitigation plan	0	0	0	0

Emergency Management (Continued)

Program Name: Preparedness

Program Purpose: The purpose of the preparedness program is to provide knowledge and experience to the people of Maricopa County so that they can be prepared to respond to an emergency.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of county and city/town emergency operations plans updated within past four years	0	72	72	84
Percent gain in knowledge as a result of emergency operations center (EOC) related training	0	0	162	33
Percent knowledge gain from presentations	0	0	0	25
Percent of participants in exercises conducted by the department who are better prepared to respond to an emergency	0	0	99.6	90

Program Name: Response and Recovery

Program Purpose: The purpose of the response and recovery program is to provide a coordinated disaster response capability for the people of Maricopa County in order to protect their lives and property and allow them to recover from a disaster.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of time 24-hour-a-day coverage, including communications, was maintained to protect lives, property, and the environment	100	100	100	100
Percent of public entities declaring a disaster that received disaster assistance	0	0	100	100

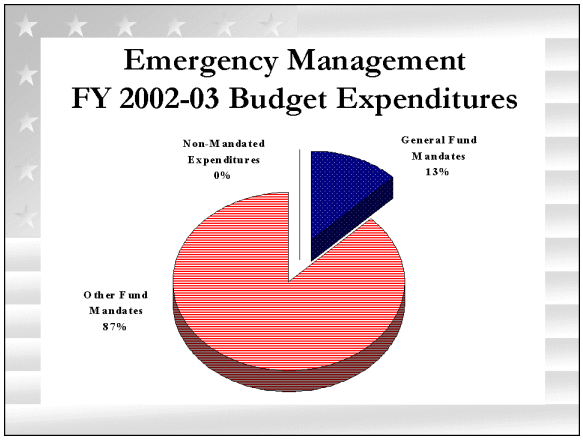
Mandate Consolidated Financial Data

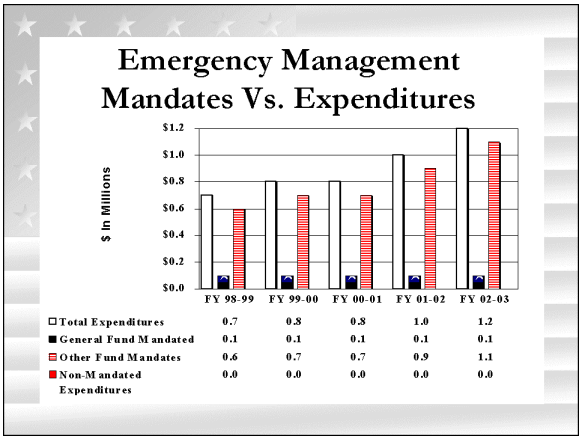
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 120,395	$ 578,967	$ 699,362
FY 1999-00 Actuals	$ 109,715	$ 655,606	$ 765,321
FY 2000-01 Actuals	$ 136,354	$ 679,026	$ 815,380
FY 2001-02 Estimate	$ 74,257	$ 853,714	$ 927,971
FY 2002-03 Adopted Budget	$ 77,108	$ 1,086,782	$ 1,163,890

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 120,395	$ 578,967	$ 699,362
FY 1999-00 Actuals	$ 109,715	$ 655,606	$ 765,321
FY 2000-01 Actuals	$ 136,354	$ 679,026	$ 815,380
FY 2001-02 Estimate	$ 74,257	$ 853,714	$ 927,971
FY 2002-03 Adopted Budget	$ 77,108	$ 1,086,782	$ 1,163,890

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Emergency Management (Continued)





Mandate Information

TITLE	Emergency Management
AUTHORITY	Public Law (PL) 96-510; PL 97-499; Robert T. Stafford Disaster Relief & Emergency Assistance Act (PL 93-288 as amended); Federal Response Plan; Presidential Decision Directives 39, 62, & 63; Homeland Security Presidential Directive 3; The Homeland Security Act of 2002; National Security Decision Directive No. 259, February 4, 1987 (NSDD 259); 44 Code of Federal Regulations (44 CFR), parts 205 and 302; FEMA Civil Preparedness Guide 1-3; FEMA State & Local Guide (SLG) 101; A.R.S. Title 26, Chapter 2; A.R.S. Title 35, Article 2; State of Arizona Emergency Response and Recovery Plan; PL 99-499 (Superfund Amendments and Reauthorization Act of 1986, Title III); Nuclear Regulatory Commission Regulation 0654 (NUREG 0654); Joint State of Arizona/Maricopa County Fixed Nuclear Facility Emergency Response Off-Site Plan*.
HISTORY/ BACKGROUND	The emergency management function was created in 1953 to coordinate disaster response activities for the county and the metropolitan area. The department provides technical and administrative assistance and guidance to local government, commercial or private enterprise, and the general public, thereby assisting them in carrying out their responsibilities in accordance with federal and state policies, emergency plans, and programs in preparation for human-caused or natural disasters. Its mission is to provide community-wide education, planning, coordination, and continuity of government for the people of Maricopa County in order to protect lives, property, and the environment in the event of a major emergency.
MANDATE DESCRIPTION	Develop, test and maintain the capability to respond to a life-threatening emergency or disaster and to provide relief from damage to property.

*Palo Verde Nuclear Generating Station provides Special Revenue Funds based upon estimated expenditures for conducting Palo Verde emergency drills.

Emergency Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
150 EMERGENCY MANAGEMENT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 54,719	$ 22,389	$ -	$ 77,108	$ -
SPECIAL REVENUE	707,287	359,495	20,000	1,086,782	666,659
SUB-TOTAL	$ 762,006	$ 381,884	$ 20,000	$ 1,163,890	$ 666,659
TOTAL FUNDS	$ 762,006	$ 381,884	$ 20,000	$ 1,163,890	$ 666,659

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

150 EMERGENCY MANAGEMENT

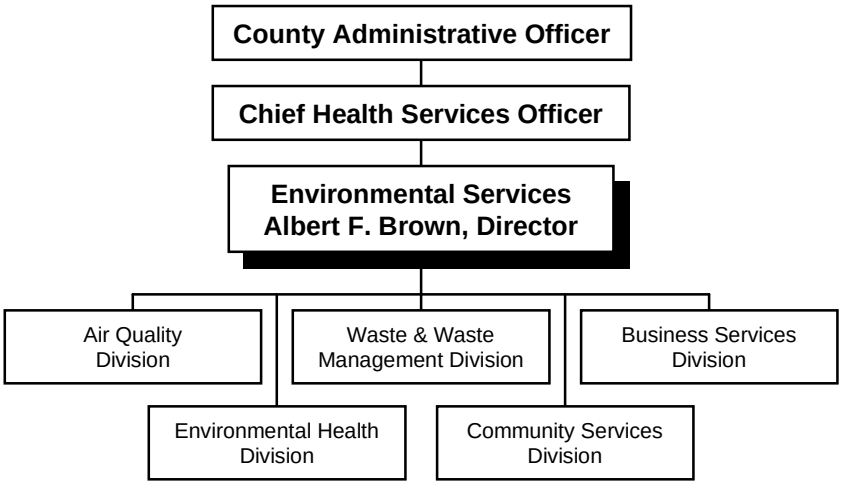
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	(8,594)	254,398	254,398	590,941	452,274	452,276	197,878	78%
620 OTHER INTERGOVERNMENTAL	659,921	643,566	643,566	617,608	212,885	212,886	(430,680)	-67%
635 OTHER CHARGES FOR SERVICES	-	-	-	-	1,500	1,497	1,497	
645 INTEREST EARNINGS	-	-	-	3,059	-	-	-	
650 MISCELLANEOUS REVENUE	41,967	-	-	-	-	-	-	
Total Revenue	$ 693,294	$ 897,964	$ 897,964	$ 1,211,608	$ 666,659	$ 666,659	$ (231,305)	-26%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 487,379	$ 543,285	$ 557,011	$ 541,697	$ 561,154	$ 547,715	$ 9,296	2%
705 TEMPORARY PAY	-	-	1	-	-	-	1	100%
710 OVERTIME	34,480	31,669	29,746	7,908	14,000	14,000	15,746	53%
750 FRINGE BENEFITS	94,736	109,746	110,942	110,341	121,811	120,298	(9,356)	-8%
790 OTHER PERSONNEL SERVICES	73,888	46,792	46,792	60,392	30,000	29,999	16,793	36%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	-	49,993	49,994	(49,994)	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	2,867	-	-	-	
SubTotal	$ 690,483	$ 731,492	$ 744,492	$ 723,205	$ 776,958	$ 762,006	$ (17,514)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 16,835	$ 81,519	$ 81,519	$ 82,502	$ 183,488	183,489	(101,970)	-125%
802 MEDICAL SUPPLIES	912	-	-	-	-	-	-	
803 FUEL	1,268	1,658	1,658	1,352	1,333	1,042	616	37%
804 NON-CAPITAL EQUIPMENT	35,351	50,000	50,000	36,737	88,854	88,853	(38,853)	-78%
810 LEGAL SERVICES	-	2,000	2,000	996	2,000	2,000	-	0%
812 OTHER SERVICES	9,196	12,000	12,000	7,106	6,000	5,998	6,002	50%
820 RENT & OPERATING LEASES	1,488	6,850	6,850	4,038	3,395	3,396	3,454	50%
825 REPAIRS AND MAINTENANCE	10,714	28,972	28,972	19,875	25,500	25,500	3,472	12%
839 INTERNAL SERVICE CHARGES	36,078	21,333	18,333	18,005	21,167	20,364	(2,031)	-11%
842 TRAVEL & EDUCATION	12,693	13,210	13,210	12,720	27,400	28,383	(15,173)	-115%
843 POSTAGE/FREIGHT/SHIPPING	2	3,500	3,500	1,939	-	-	3,500	100%
850 UTILITIES	360	24,500	24,500	14,498	28,828	22,859	1,641	7%
SubTotal	$ 124,897	$ 245,542	$ 242,542	$ 199,768	$ 387,965	$ 381,884	$ (139,342)	-57%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	-	28,841	18,841	4,998	20,000	20,000	(1,159)	-6%
SubTotal	$ -	$ 28,841	$ 18,841	$ 4,998	$ 20,000	$ 20,000	$ (1,159)	-6%
Total Expenditures	$ 815,380	$ 1,005,875	$ 1,005,875	$ 927,971	$ 1,184,923	$ 1,163,890	$ (158,015)	-16%
Operating Balance (Rev. - Exp.)	$ (122,086)	$ (107,911)	$ (107,911)	$ 283,637	$ (518,264)	$ (497,231)	$ (389,320)	-361%

Emergency Management (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 150 EMERGENCY MANAGEMENT	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT II	3.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATIVE COORDINATOR V	1.0
COMMUNICATION WARNING COORDINATOR	1.0
EMERGENCY MANAGEMENT MANAGER	1.0
EMERGENCY SERVICES PLANNER II	6.0
EMERGENCY SERVICES PLANNER III	1.0
GIS PROGRAMMER/ANALYST	1.0
TOTAL	**15.0**

Environmental Services



Mission

The mission of the Environmental Services Department is to provide effective environmental management to the people of Maricopa County so they can be confident that they live in a safe and healthful environment.

Goals

- Implement the Department's business plan, staffing, and space requirements, while maintaining an annual productivity rate sufficient to meet the mandated State Implementation Plan, statutory and State delegation agreement levels while staying within budget limits.
- Manage department programs to meet the increasing demand for essential environmental services resulting from Maricopa County growth.

Issues

- The rapid growth rate of Maricopa County will continue to increase the demand for mandated environmental services.
- Incorporating rapid change in technology challenges the Environmental Services Department's ability to sustain technological capacity development.
- The external effects of catastrophic, or major change events such as: a spending CAP, lawsuits, public opinion, regionalization, etc. will increase the demand for environmental services.
- New legislation and unfunded mandates strain the Environmental Services Department's ability to maintain its program quality and effectiveness.
- Pressures of turnover and recruitment challenge the Environmental Services Department's ability to maintain a qualified workforce.
- The administrative and political effects of new countywide policies, elected official turnover, and possible organizational change test the Environmental Services Department's ability to smoothly implement its programs.

Environmental Services (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
ENVIRONMENTAL SERVICES
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
AIR QUALITY PROGRAM	$ 3,401,755	$ 665,600	$ -	$ 4,067,355	$ 1,043,255
BUSINESS SERVICES PROGRAM	1,265,207	275,326	242,352	1,782,885	13,246,766
COMMUNITY SERVICES	1,146,970	1,725,734	-	2,872,704	2,648,575
ENVIRONMENTAL HEALTH SERVICES	4,868,229	428,027	-	5,296,256	27,250
WATER AND WASTE MANAGEMENT	1,939,391	200,846	-	2,140,237	-
ADMINISTRATIVE SERVICES PROGRA	247,196	1,503,021	35,945	1,786,162	-
UNALLOCATED/INDIRECT COSTS	-	2,502,838	-	2,502,838	472,000
Total	$ 12,868,748	$ 7,301,392	$ 278,297	$ 20,448,437	$ 17,437,846

Key Performance Measures

Program Name: Air Quality Program

Program Purpose: The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so that they can effectively contribute to the attainment of the national ambient air quality standards.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percentage of days in compliance with NAAQS for CO, O3, and PM10	97	99	99	98.5
Percentage of days in compliance with NAAQS for CO, O3, and PM10	97	99	99	99

Program Name: Business Services Program

Program Purpose: The purpose of the Business Services Program is to provide enforcement of the Environmental Health Code and the Maricopa County Air Pollution Control Regulations to the residents of Maricopa County so they can enjoy a healthful environment

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of increase for Environmental Health Permits	6	1	8	1

Program Name: Community Services

Program Purpose: The purpose of the Community Services Program is to provide environmental regulatory and compliance information for the residents of Maricopa County so they can be informed of the County's Air Quality and Environmental Health regulations.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Number of businesses receiving assistance	2,787	2,275	1,754	2,100

Environmental Services (Continued)

Program Name: Environmental Health Services

Program Purpose: The purpose of the Environmental Health Division is to provide Environmental Health Inspections and educational services for the general public and regulated facilities so that compliance is maintained with applicable regulations of the Maricopa County Environmental Health Code.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Number of Environmental Health Inspections	80,995	74,793	101,860	100,000

Program Name: Water and Waste Management

Program Purpose: The purpose of the Water and Waste Management Program is to provide plan review, inspection and vector control activities for stakeholders in Maricopa County so that they can be safe from hazards caused by non compliance with applicable rules governing environmental and public health protection for these facilities.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Engineering Plans reviewed within the standard timeframe or according to time limits set by regulation	N/A	N/A	100	100

Mandate Consolidated Financial Data

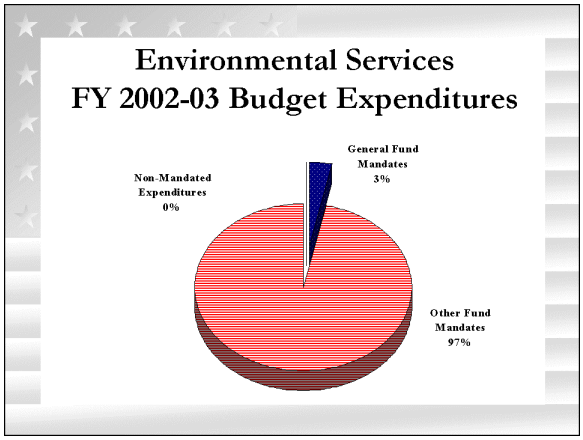
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 573,977	$ 13,927,998	$ 14,501,975
FY 1999-00 Actuals	$ 641,352	$ 15,751,856	$ 16,393,208
FY 2000-01 Actuals	$ 677,647	$ 15,995,230	$ 16,672,876
FY 2001-02 Estimate	$ 756,839	$ 16,391,462	$ 17,148,301
FY 2002-03 Adopted Budget	$ 737,332	$ 19,711,105	$ 20,448,437

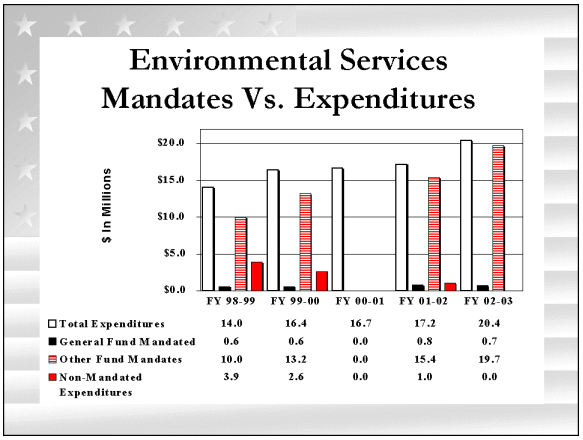
Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 573,977	$ 12,123,541	$ 12,697,519
FY 1999-00 Actuals	$ 641,352	$ 14,305,118	$ 14,946,470
FY 2000-01 Actuals	$ 677,647	$ 15,098,091	$ 15,775,738
FY 2001-02 Estimate	$ 756,839	$ 15,437,032	$ 16,193,871
FY 2002-03 Adopted Budget	$ 737,332	$ 19,711,105	$ 20,448,437

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 1,804,457	$ 1,804,457
FY 1999-00 Actuals	$ -	$ 1,446,739	$ 1,446,739
FY 2000-01 Actuals	$ -	$ 897,138	$ 897,138
FY 2001-02 Estimate	$ -	$ 954,429	$ 954,429
FY 2002-03 Adopted Budget	$ -	$ -	$ -

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Environmental Services (Continued)





Mandate Information

TITLE	Voluntary Vehicle Repair and Retrofit Program
AUTHORITY	A.R.S. in Title 49, Chapter 3, Article 3, by adding Section 49-474.03
HISTORY/ BACKGROUND	Chapter 217 of the 43rd Legislature, Regular Second Session, Section 19 (SB1427) of the bill amends A.R.S. in Title 49, Chapter 3, Article 3, by adding Section 49-474.03. The bill specifies that a county with a population of more than 400,000 persons according to the most recent United States decennial census shall establish and coordinate a voluntary repair and retrofit program.
MANDATE DESCRIPTION	The program will offer citizens of Maricopa County the option of voluntarily repairing and retrofitting their eligible vehicles. It is anticipated that not more than 1,280 vehicles will be repaired and retrofitted. It is the intent of the Environmental Services Department to contract with an independent contractor to assist in the development and implementation of the program.

Voluntary Vehicle Repair and Retrofit Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 36,685	$ 203,173	$ 239,858
FY 1999-00 Actuals	$ 60,881	$ 357,027	$ 417,908
FY 2000-01 Actuals	$ 46,250	$ 618,453	$ 664,703
FY 2001-02 Estimate	$ 68,514	$ 690,457	$ 758,971
FY 2002-03 Adopted Budget	$ 50,290	$ 1,384,007	$ 1,434,297

Environmental Services (Continued)

TITLE	Environmental Health
AUTHORITY	A.R.S. § 36-167 Sanitary regulations; notice; violations; classification; A.R.S. § 36-136 (D1) Powers and duties of director; 36-601 (B,C) Public nuisances dangerous to public health; Maricopa Environmental Health Code - Chapters 1-12; U.S. District Court of Arizona Judgement No. Civ 77-479 Hart vs. Hill.
HISTORY/ BACKGROUND	Maricopa County is responsible for the protection of the food and water supplies that sustain its residents, and for the detection and abatement of environmentally transmitted disease and public health nuisances within its boundaries. The Maricopa County Environmental Services Department enforces the provisions of the Maricopa County Environmental Health Code, Arizona State Statutes and Regulations that pertain to public health and environmental management. The Department has carried out these responsibilities since the establishment of those statutes that provide for the powers and authority of the Maricopa County Board of health, and the Maricopa County Board of Supervisors.
MANDATE DESCRIPTION	Maricopa County Board of Health must develop regulations necessary for the public health and safety of inhabitants. These regulations, approved by the Board of Supervisors, are incorporated in the Maricopa County Environmental Health Code. The Environmental Services Department must apply this code.

Environmental Health Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 537,292	$ 6,919,788	$ 7,457,080
FY 1999-00 Actuals	$ 580,471	$ 7,777,743	$ 8,358,214
FY 2000-01 Actuals	$ 631,397	$ 8,159,623	$ 8,791,020
FY 2001-02 Estimate	$ 688,325	$ 8,275,960	$ 8,964,285
FY 2002-03 Adopted Budget	$ 687,042	$ 10,019,791	$ 10,706,833

TITLE	Air Quality Control
AUTHORITY	The Federal Clean Air Act an Amendments of 1990;A.R.S. Article 1 General Provisions; A.R.S. § 49-401 Declaration of Policy; A.R.S. § 49-402 State and County Control; A.R.S. Article 3 County Air Pollution Control; A.R.S. § 49-473 Board of Supervisors; A.R.S. § 49-479 Rules; A.R.S. § 49-180 Permits
HISTORY/ BACKGROUND	Maricopa County has received grant funding from the Environmental Protection Department to carry out provisions of the Clean Air Act since the late 1960's. Arizona Revised Statutes establishes state and county control of air pollution, and Maricopa County establishes an Air Pollution Program in the 1960's.
MANDATE DESCRIPTION	Adopt and enforce rules to control the release into the atmosphere of air contaminates and hazardous air pollutants. Collect permit fees equal to the average cost of services to defray the costs of implementing the program.

Air Quality Control Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 3,112,566	$ 3,112,566
FY 1999-00 Actuals	$ -	$ 4,061,090	$ 4,061,090
FY 2000-01 Actuals	$ -	$ 4,401,862	$ 4,401,862
FY 2001-02 Estimate	$ -	$ 4,629,443	$ 4,629,443
FY 2002-03 Adopted Budget	$ -	$ 5,964,690	$ 5,964,690

TITLE
Trip Reduction & Small Business Assistance Program

AUTHORITY
A.R.S. § 49-581, et seq. Trip Reduction Program; County Ordinance P-7 Trip Reduction Ordinance; Small Business Assistance Program - Federal Clean Air Act Title V, Small Business Assistance Program; A.R.S. § 49-507 Technical Assistance to Small Businesses.

HISTORY/ BACKGROUND
In 1987, a lawsuit was filed against the State of Arizona for exceeding the National Air Quality Standards for carbon monoxide. In response the Arizona Legislature passed the 1988 Air Quality Bill, which implemented the Trip Reduction Program for employers and schools in Maricopa County. Employers and schools with 100 or more employees or driving age students at any one site were affected by the requirements of the ordinance. In 1993 the Trip Reduction Ordinance No. P-7 was expanded requiring employers with 75-99 employees to participate in the program. The Ordinance was amended again in 1994 incorporating employers with 50-74 employees into the program.

Recognizing the need for helping small businesses in the area of technical assistance. Congress required the creation of the Small Business Assistance Program (SBAP) as part of the Clean Air Act Amendments (CAAA) of 1990. The SBAP would require a full-time Environmental Specialist independent from department enforcement activities, but with access to full departmental technical and outreach resources for small businesses. Although the requirements of the 1990 CAAA and the 1992 Comprehensive Air Quality Act (CAQA) are specific to air pollution control programs, the complexity of solid and hazardous waste rules and water quality protection rules of the Environmental Protection Department (EPA) and the Arizona Department of Environmental Quality (ADEQ) suggests that the program will eventually be established to provide a wider range of technical assistance to small businesses. The SBAP will be funded by Maricopa County Environmental Services Department permit fees to provide technical assistance and site visits independent of departmental enforcement activities. Advocate the needs of the small business community with respect to departmental activities, while making the permit application process more user-friendly.

MANDATE DESCRIPTION
Reduce traffic impacts on air pollution by monitoring compliance of employers and schools in the development, implementation, and maintenance of a Trip Reduction Program. Provide technical assistance to small businesses to aid compliance with the State Comprehensive Air Quality Act and the Clean Air Act Amendments of 1990.

Trip Reduction Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 921,812	$ 921,812
FY 1999-00 Actuals	$ -	$ 994,969	$ 994,969
FY 2000-01 Actuals	$ -	$ 1,011,732	$ 1,011,732
FY 2001-02 Estimate	$ -	$ 898,937	$ 898,937
FY 2002-03 Adopted Budget	$ -	$ 948,575	$ 948,575

TEA21 Grant-Trip Reduction Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 966,203	$ 966,203
FY 1999-00 Actuals	$ -	$ 1,114,288	$ 1,114,288
FY 2000-01 Actuals	$ -	$ 906,421	$ 906,421
FY 2001-02 Estimate	$ -	$ 942,236	$ 942,236
FY 2002-03 Adopted Budget	$ -	$ 1,431,842	$ 1,431,842

Environmental Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
880 ENVIRONMENTAL SERVICES

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 575,399	$ 161,933	$ -	$ 737,332	$ -
SPECIAL REVENUE	12,293,349	7,139,459	278,297	19,711,105	17,437,846
SUB-TOTAL	$ 12,868,748	$ 7,301,392	$ 278,297	$ 20,448,437	$ 17,437,846
TOTAL FUNDS	$ 12,868,748	$ 7,301,392	$ 278,297	$ 20,448,437	$ 17,437,846

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

880 ENVIRONMENTAL SERVICES

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	11,332,444	10,819,000	11,489,000	11,623,986	11,867,738	11,731,766	242,766	2%
615 GRANTS	3,433,745	4,564,688	5,649,287	4,023,827	3,719,080	3,719,080	(1,930,207)	-34%
620 OTHER INTERGOVERNMENTAL	-	-	-	4,500	6,000	-	-	
635 OTHER CHARGES FOR SERVICES	428,145	400,000	460,000	475,525	472,000	472,000	12,000	3%
637 FINES & FORFEITS	409,032	358,000	420,000	571,354	421,000	506,000	86,000	20%
645 INTEREST EARNINGS	-	-	-	39,430	170,000	-	-	
650 MISCELLANEOUS REVENUE	1,361,478	1,058,000	1,216,000	1,110,093	924,000	1,009,000	(207,000)	-17%
Total Revenue	$ 16,964,844	$ 17,199,688	$ 19,234,287	$ 17,848,715	$ 17,579,818	$ 17,437,846	$ (1,796,441)	-9%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 9,589,923	$ 10,083,671	$ 10,910,814	$ 9,865,224	$ 10,355,814	$ 10,205,172	$ 705,642	6%
705 TEMPORARY PAY	55,529	45,363	52,984	55,865	82,497	65,698	(12,714)	-24%
710 OVERTIME	48,053	34,200	19,200	16,052	29,405	22,014	(2,814)	-15%
750 FRINGE BENEFITS	1,911,404	2,263,643	2,196,436	2,076,490	2,391,128	2,344,928	(148,492)	-7%
790 OTHER PERSONNEL SERVICES	26,174	-	27,809	60,301	16,604	16,604	11,205	40%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	(11,983)	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	3,892	-	-	-	-	214,332	(214,332)	
SubTotal	$ 11,634,975	$ 12,426,877	$ 13,207,243	$ 12,061,949	$ 12,875,448	$ 12,868,748	$ 338,495	3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 387,182	$ 133,170	$ 703,461	$ 822,467	$ 600,945	655,195	48,266	7%
802 MEDICAL SUPPLIES	7,237	5,400	5,336	4,992	5,200	5,200	136	3%
803 FUEL	54,172	54,384	53,685	46,125	51,500	56,041	(2,356)	-4%
804 NON-CAPITAL EQUIPMENT	227,248	19,000	326,785	18,642	73,500	72,480	254,305	78%
810 LEGAL SERVICES	1,212	-	-	963	-	-	-	
811 HEALTH CARE SERVICES	-	-	3,500	5,833	5,000	5,000	(1,500)	-43%
812 OTHER SERVICES	1,826,658	2,706,061	3,063,602	2,009,002	1,839,898	1,881,443	1,182,159	39%
820 RENT & OPERATING LEASES	923,320	870,730	958,704	924,407	911,385	943,982	14,722	2%
825 REPAIRS AND MAINTENANCE	49,733	105,671	100,809	79,632	75,000	70,202	30,607	30%
839 INTERNAL SERVICE CHARGES	694,054	652,414	436,605	683,867	569,235	338,025	98,580	23%
842 TRAVEL & EDUCATION	199,825	166,415	179,980	169,045	185,200	173,786	6,194	3%
843 POSTAGE/FREIGHT/SHIPPING	1,850	9,000	16,195	33,225	15,000	13,000	3,195	20%
845 SUPPORT AND CARE OF PERSONS	-	45,708	38,808	-	16,785	16,785	22,023	57%
850 UTILITIES	7,329	4,528	4,528	6,132	4,528	4,528	-	0%
880 TRANSFERS OUT	578,358	524,570	524,570	524,570	3,027,408	3,065,725	(2,541,155)	-484%
SubTotal	$ 4,958,178	$ 5,297,051	$ 6,416,568	$ 5,328,902	$ 7,380,584	$ 7,301,392	$ (884,824)	-14%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	720	3,400,000	2,450,000	-	-	-	2,450,000	100%
920 CAPITAL EQUIPMENT	(57,989)	-	99,218	64,042	-	-	99,218	100%
930 VEHICLES & CONSTRUCTION EQUIP	142,690	154,155	154,155	96,221	-	219,900	(65,745)	-43%
950 DEBT SERVICE	-	35,000	35,000	30,000	35,000	58,397	(23,397)	-67%
SubTotal	$ 85,421	$ 3,589,155	$ 2,738,373	$ 190,263	$ 35,000	$ 278,297	$ 2,460,076	90%
Total Expenditures	$ 16,678,574	$ 21,313,083	$ 22,362,184	$ 17,581,114	$ 20,291,032	$ 20,448,437	$ 1,913,747	9%
Operating Balance (Rev. - Exp.)	$ 286,270	$ (4,113,395)	$ (3,127,897)	$ 267,601	$ (2,711,214)	$ (3,010,591)	$ 117,306	4%

Environmental Services (Continued)

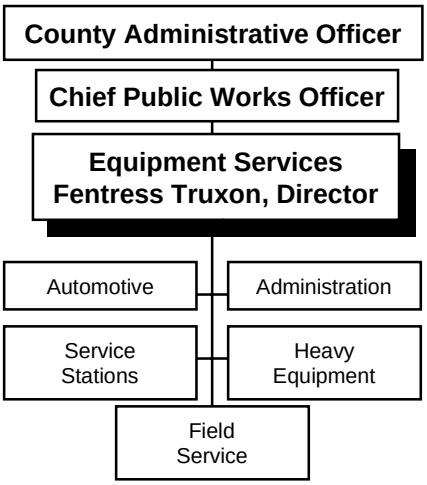
Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 880 ENVIRONMENTAL SERVICES WORKING TITLE	FTE
ADMINISTRATIVE ASSISTANT	13.0
ADMINISTRATIVE ASSISTANT II	1.0
ADMINISTRATIVE ASSISTANT/COMPLAINT INTAKE LEAD	1.0
ADMINISTRATIVE COORDINATOR	1.0
ADMINISTRATIVE COORDINATOR II	2.0
ADMINISTRATIVE COORDINATOR III	3.0
ADMINISTRATIVE MANAGER	1.0
AIR QUALITY CHEMIST+F132	1.0
AIR QUALITY COMPLIANCE MANAGER	1.0
AIR QUALITY DIVISION MANAGER	1.0
AIR QUALITY INSPECTOR	18.0
AIR QUALITY INSPECTOR LEAD/SUPERVISOR	5.0
AIR QUALITY INTSTRUMENTATION TECHNICIAN I	3.0
AIR QUALITY INTSTRUMENTATION TECHNICIAN II	3.0
AIR QUALITY INTSTRUMENTATION TECHNICIAN III	2.0
AIR QUALITY LARGE SOURCE COMPLIANCE OFFICER	2.0
ASSISTANT DIVISION MANAGER	1.0
ASSISTANT PROGRAM COORDINATOR	1.0
BUSINESS OFFICE SUPERVISOR	1.0
BUSINESS SERVICES DIVISION MANAGER	1.0
CASHIER	1.0
CIVIL ENGINEER, SENIOR (P.E)	3.0
CIVIL ENGINEER, SENIOR (P.E.)	2.0
CIVIL ENGINEER/CIVIL ENGINEER, SENIOR (P.E.)	2.0
CLIENT/SERVER PROGRAMMER ANALYST	1.0
COMMUNITY SERVICES DIVISION MANAGER	1.0
COMMUNITY/MEDIA RELATIONS MANAGER	1.0
CONTRACTS COORDINATOR	1.0
DATA ANALYST	1.0
DATA ANALYST ASSISTANT	1.0
DATA ENTRY/COMPLAINT SPECIALIST	3.0
DRINKING WATER/SOLID WASTE PROGRAMS MANAGER	1.0
ENFORCEMENT OFFICER	2.0
ENGINEERING PROGRAM MANAGER	6.0
ENVIRONMENTAL COMPLIANCE SPECIALIST	1.0
ENVIRONMENTAL ENGINEERING SPECIALIST I	1.0
ENVIRONMENTAL ENGINEERING SPECIALIST II	8.0
ENVIRONMENTAL ENGINEERING SPECIALIST III	4.0
ENVIRONMENTAL ENGINEERING SPECIALIST INTERN	1.0
ENVIRONMENTAL ENGINEERING SPECIALIST INTERN/I/II	1.0
ENVIRONMENTAL ENGINEERING SPECIALIST LEAD/SUPERVIS	1.0
ENVIRONMENTAL HEALTH MANAGER	7.0
ENVIRONMENTAL HEALTH SPECIALIST	60.5
ENVIRONMENTAL HEALTH SPECIALIST - LEAD	20.0
ENVIRONMENTAL PLANNER - LEAD	1.0
ENVIRONMENTAL SERVICES DIRECTOR	1.0
ENVIRONMENTAL SERVICES DIVISION MANAGER	1.0
ENVIRONMENTAL SERVICES PLANNER II	7.0
ENVIRONMENTAL SERVICES PLANNER III	1.0
ENVIRONMENTAL SERVICES PLANNER SECTION MANAGER	2.0
ENVIRONMENTAL SPECIALIST	11.0
ENVIRONMENTAL SPECIALIST - LEAD	1.0
ENVIRONMENTAL SPECIALIST - SENIOR	3.0

Environmental Services (Continued)

WORKING TITLE	FTE
EXECUTIVE SECRETARY	1.0
FOOD SERVICE WORKER CLERK	4.0
GIS DATA ANALYST	1.0
HUMAN RESOURCES SPECIALIST	1.0
LAN MANAGER	1.0
MANAGEMENT ANALYST IV	1.0
MANAGER, MIS/RESEARCH ANALYSIS	1.0
MANAGER, SYSTEMS/PROGRAMMING	1.0
MANAGER, TRANSPORTATION PLAN AUDITING	1.0
OFFICE ASSOCIATE	1.0
OFFICE MANAGER	5.0
OFFICE SUPPORT, SENIOR	1.0
PC LAN TECHNICIAN	1.0
PLAN REVIEW/PEDDLER PROGRAM ASSISTANT	1.0
PLAN REVIEW/PEDDLER PROGRAM CLERK	1.0
PROGRAM SUPPORT SPECIALIST	6.0
PROGRAMMER	1.0
PROJECT MANAGER APPLICATIONS	1.0
QUALITY CONTROL ANALYST	1.0
REGIONAL OFFICE ASSISTANT	4.0
SENIOR DATA ANALYST	1.0
SMALL BUSINESS ENVIRON. ASSIST. PROGRAM COORDINATO	1.0
SMALL BUSINESS ENVIRON. ASSIST. PROGRAM MANAGER	1.0
SOLID WASTE OFFICER II	1.0
TRAINING AND EDUCATION COORDINATOR	1.0
TRANSPORTATION PLAN AUDITOR	2.0
VECTOR CONTROL MANAGER	1.0
VECTOR CONTROL OFFICE COORDINATOR	1.0
VECTOR CONTROL OFFICER I	6.0
VECTOR CONTROL OFFICER II	1.0
WATER & WASTE DIVISION MANAGER	1.0
WEB DEVELOPER	1.0
TOTAL	**273.5**

Equipment Services



Mission

The mission of the Equipment Services Department is to provide vehicle, equipment, and fuel services to employees and departments of Maricopa County so they can have the transportation and equipment that is needed to perform their jobs.

Vision

To be recognized as a leader in providing professional, efficient, cost effective fleet services.

Goals

- Monitor all new and existing safety and environmental regulations each year to provide 100% compliance, zero violations and no fines.
- Provide current computerization, communication media, and technology each year to maintain a minimum of 96% fleet availability in accordance with industry standards.
- Increase the number of alternative fueled vehicles to 75% of the total number of on-road vehicles by year 2006.
- Increase operational efficiency by maintaining inventory accuracy at a minimum of 90%.
- Maintain a 95% customer satisfaction rating for overall department performance.

Issues

- State and or federal environmental, safety, and transportation laws will be enacted that will increase expenditures for personnel, equipment, and capital assets at the Equipment Services Department.
- Technological advances in computer, information and communications technology will impact personnel to acquire new skills and impact the Department to continually invest and upgrade automotive diagnostic equipment, management software, and systems to deliver efficient and cost effective services.
- The ever increasing cost of fuel and the use of credit cards to purchase fuel will increase cost to the County and distort the demand for County vehicle fuel.
- The increase in County fleet size, aging rental pool vehicles, type, variety, and complexity of equipment means the development of unique private and public partnerships, flexible and more

Equipment Services (Continued)

efficient work force and innovative management systems to find new ways of doing things with fewer people and with no budget increase.

- Construction of new jail and juvenile facilities at the Durango complex and the future growth patterns toward the west, northwest, and southwest means that the Equipment Services Department must either close and or relocate and or modify the facilities at Durango and the satellite locations.
- The change in demographics, increase in the valley population and its encroaching development will make it harder to attract, train, retain, and motivate the highly technically skilled work force needed at Equipment Services.
- Customer demand for instant, real time, internet type convenient service impacts the Equipment Services Department to implement 24 hour 7 day service at the customer's site in order to provide fleet availability that meets or exceeds the industry standards.
- Non compliance with state mandates for alternative fueled vehicles could result in legal sanctions and the lack of technically trained staff, lack of fueling facilities to accommodate future growth patterns, and lack of engine technology could impact compliance with the mandates.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
EQUIPMENT SERVICES
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FLEET MANAGEMENT	$ 1,507,682	$ 4,965,483	$ 15,500	$ 6,488,665	$ -
ADMINISTRATIVE SERVICES PROGRA	302,677	78,383	-	381,060	-
INFORMATION TECHNOLOGY PROGRAM	581,435	89,898	31,706	703,039	-
UNALLOCATED/INDIRECT COSTS	531,323	761,855	57,104	1,350,282	9,200,000
Total	$ 2,923,117	$ 5,895,619	$ 104,310	$ 8,923,046	$ 9,200,000

Key Performance Measures

Program Name: Fleet Management

Program Purpose: The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of fleet availability	96.06	96.73	95.7	96.3

Equipment Services (Continued)

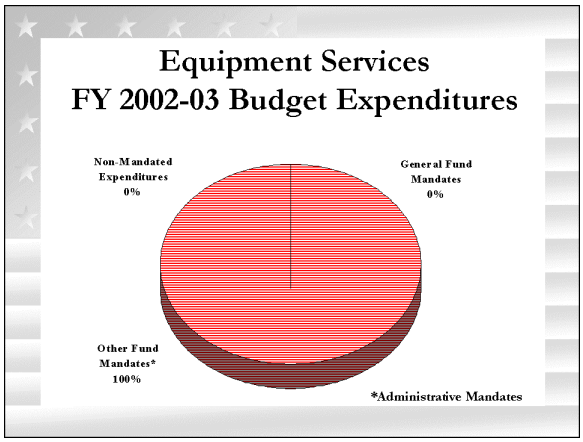
Mandate Consolidated Financial Data

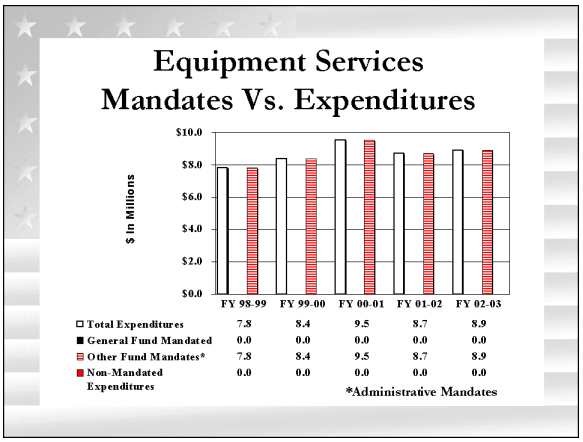
Total Department Expenditures		Internal Service		Total
FY 1998-99 Actuals	$	7,757,994	$	7,757,994
FY 1999-00 Actuals	$	8,434,021	$	8,434,021
FY 2000-01 Actuals	$	9,451,951	$	9,451,951
FY 2001-02 Estimate	$	8,708,367	$	8,708,367
FY 2002-03 Adopted Budget	$	8,923,046	$	8,923,046

Total Mandated Expenditures		Internal Service		Total
FY 1998-99 Actuals	$	36,500	$	36,500
FY 1999-00 Actuals	$	45,900	$	45,900
FY 2000-01 Actuals	$	630,158	$	630,158
FY 2001-02 Estimate	$	45,769	$	45,769
FY 2002-03 Adopted Budget	$	221,700	$	221,700

Total Administrative Mandates		Internal Service		Total
FY 1998-99 Actuals	$	7,721,494	$	7,721,494
FY 1999-00 Actuals	$	8,388,121	$	8,388,121
FY 2000-01 Actuals	$	8,821,793	$	8,821,793
FY 2001-02 Estimate	$	8,662,598	$	8,662,598
FY 2002-03 Adopted Budget	$	8,701,346	$	8,701,346

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Equipment Services (Continued)

Mandate Information

TITLE	Alternative Fuels
AUTHORITY	A.R.S. § 49-571 (SB1269 AZ Clean Air Bill) Alternative fuel requirements for new buses; A.R.S. § 49-474.01 (HB2002 AZ Clean Air Act) Vehicle fleet plan for alternative fuels
HISTORY/ BACKGROUND	Clean Air Act Amendments of 1990 has provisions for controlling air quality in non-attainment areas by requiring fleet purchases to include cleaner fuels (i.e. compressed natural gas, propane, etc) as a motor vehicle fuel. Energy Policy Act of 1992 established a policy to develop domestically produced alternative fuels for motor vehicles. Currently applicable to federal, state, and alternative-fuel provider fleets. DOE rule making could extend requirements to municipal/private fleets. Arizona legislation has been enacted that has more stringent requirements with respect to type of vehicle and time schedule for accomplishment.
MANDATE DESCRIPTION	Arizona Revised Statutes alternative fuel requirements apply to all on-road vehicles in state, city or town, school district, and county (with a population greater than 1,200,000). Alternative fuels include electricity, propane, natural gas, hydrogen, solar, alcohol (85% content).

Alternative Fuels		Internal Service		Total
FY 1998-99 Actuals	$	36,500	$	36,500
FY 1999-00 Actuals	$	45,900	$	45,900
FY 2000-01 Actuals	$	630,158	$	630,158
FY 2001-02 Estimate	$	45,769	$	45,769
FY 2002-03 Adopted Budget	$	221,700	$	221,700

Equipment Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
740 EQUIPMENT SERVICES

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	2,923,117	5,895,619	104,310	8,923,046	9,200,000
SUB-TOTAL	$ 2,923,117	$ 5,895,619	$ 104,310	$ 8,923,046	$ 9,200,000
TOTAL FUNDS	$ 2,923,117	$ 5,895,619	$ 104,310	$ 8,923,046	$ 9,200,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

740 EQUIPMENT SERVICES

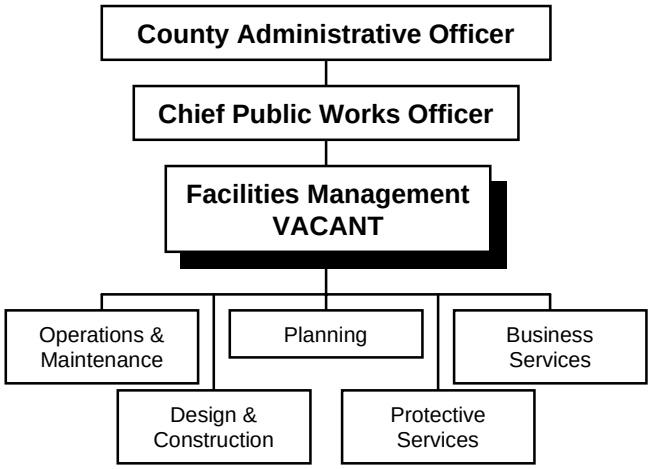
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	34,434	-	-	8,800	-	-	-	
635 OTHER CHARGES FOR SERVICES	7,645	-	-	(1,611)	-	-	-	
636 INTERNAL SERVICE CHARGES	8,118,051	9,200,000	9,200,000	8,380,750	8,697,619	8,697,619	(502,381)	-5%
650 MISCELLANEOUS REVENUE	493,598	-	-	475,385	502,381	502,381	502,381	
651 GAIN ON FIXED ASSETS	32,664	-	-	11,000	975,000	-	-	
652 PROCEEDS OF FINANCING	-	-	-	-	(975,000)	-	-	
Total Revenue	$ 8,686,392	$ 9,200,000	$ 9,200,000	$ 8,874,324	$ 9,200,000	$ 9,200,000	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,039,631	$ 2,129,723	$ 2,128,192	$ 2,058,747	$ 2,170,125	$ 2,147,899	$ (19,707)	-1%
705 TEMPORARY PAY	31,860	48,116	48,119	21,222	22,580	22,580	25,539	53%
710 OVERTIME	69,973	142,000	133,884	78,925	105,000	105,000	28,884	22%
750 FRINGE BENEFITS	426,237	494,393	495,143	510,429	606,800	586,660	(91,517)	-18%
790 OTHER PERSONNEL SERVICES	14,632	-	-	6,547	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	19,290	60,978	60,978	(60,978)	
SubTotal	$ 2,582,333	$ 2,814,232	$ 2,805,338	$ 2,695,160	$ 2,965,483	$ 2,923,117	$ (117,779)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 3,468,884	$ 4,254,677	$ 4,328,437	$ 3,827,589	$ 3,982,965	3,982,965	345,472	8%
803 FUEL	46,474	-	-	52,025	49,010	49,010	(49,010)	
804 NON-CAPITAL EQUIPMENT	146,345	43,550	43,549	23,000	40,700	40,700	2,849	7%
810 LEGAL SERVICES	3,790	-	-	-	-	-	-	
812 OTHER SERVICES	(9,746)	110,000	110,000	125,001	109,500	109,535	465	0%
820 RENT & OPERATING LEASES	10,148	25,000	20,000	13,000	20,000	20,000	-	0%
825 REPAIRS AND MAINTENANCE	2,282,466	982,631	973,871	925,658	931,557	925,659	48,212	5%
839 INTERNAL SERVICE CHARGES	108,921	158,831	163,831	145,723	157,339	156,833	6,998	4%
842 TRAVEL & EDUCATION	23,546	53,250	35,250	23,000	30,000	23,000	12,250	35%
843 POSTAGE/FREIGHT/SHIPPING	4	-	-	1,200	1,500	1,200	(1,200)	
850 UTILITIES	124,941	98,762	98,762	85,000	95,000	95,000	3,762	4%
880 TRANSFERS OUT	617,974	667,741	667,741	667,741	491,752	491,717	176,024	26%
SubTotal	$ 6,823,747	$ 6,394,442	$ 6,441,441	$ 5,888,937	$ 5,909,323	$ 5,895,619	$ 545,822	8%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	-	80,000	30,000	31,000	30,000	30,000	-	0%
920 CAPITAL EQUIPMENT	-	-	-	-	15,500	15,500	(15,500)	
930 VEHICLES & CONSTRUCTION EQUIP	-	105,150	75,150	65,670	82,886	27,104	48,046	64%
950 DEBT SERVICE	45,871	27,600	27,600	27,600	31,706	31,706	(4,106)	-15%
SubTotal	$ 45,871	$ 212,750	$ 132,750	$ 124,270	$ 160,092	$ 104,310	$ 28,440	21%
Total Expenditures	$ 9,451,951	$ 9,421,424	$ 9,379,529	$ 8,708,367	$ 9,034,898	$ 8,923,046	$ 456,483	5%
Operating Balance (Rev. - Exp.)	$ (765,559)	$ (221,424)	$ (179,529)	$ 165,957	$ 165,102	$ 276,954	$ 456,483	254%

Equipment Services (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 740 EQUIPMENT SERVICES WORKING TITLE	FTE
ACCOUNTS PAYABLE LEAD	1.0
ADMINISTRATOR	1.0
AUTOMOTIVE SUPERVISOR	1.0
AUTOMOTIVE & HEATY EQUIPMENT PARTS SPECIALIST	3.0
DIRECTOR	1.0
FIELD PREVENTIVE MAINTENANCE TECHNICIAN	5.0
FIELD TIRE ASSISTANT	1.0
GENERAL AUTO TECHNICIAN	11.0
GENERAL HEAVY EQUIPMENT FIELD TECHNICIAN	6.0
GENERAL HEAVY EQUIPMENT TECHNICIAN	1.0
HEAVY EQUIPMENT SUPERVISOR	1.0
HUMAN RESOURCES SPECIALIST	1.0
INFORMATION SYSTEMS COORDINATOR	1.0
LEAD AUTO TECHNICIAN	1.0
LEAD HEAVY EQUIPMENT FIELD TECHNICIAN	1.0
LEAD H.E. TECHNICIAN	1.0
MASTER AUTO TECHNICIAN	2.0
MASTER AUTO TECHNICIAN - ALTERNATIVE FUEL	1.0
MASTER HEAVY EQUIPMENT FIELD TECHNICIAN	3.0
OFFICE ASSISTANT	1.0
PARTS SUPERVISOR	1.0
PREVENTIVE MAINTENANCE TECHNICIAN	5.0
RENTAL CLERK	1.0
SAFETY ANALYST	1.0
SENIOR PROCUREMENT SPECIALIST	2.0
SERV WORKER/DRIVER/MESSENGER	1.0
SERVICE LEAD	1.0
SERVICE WRITER	2.0
SUPERVISOR, CUSTOMER SERVICE	1.0
TECHNOLOGY SUPPORT SPEC	1.0
TIRE ASSISTANT	1.0
TRADES SUPERVISOR - ADMINISTRATION	1.0
WELDER/FABRICATOR SUPERVISOR	1.0
TOTAL	**63.0**

Facilities Management



Mission

The mission of the Facilities Management Department is to provide buildings and grounds to appointed and elected departments so they can work in a safe and efficient environment.

Vision

To provide excellent innovative facility services to every customer every time.

Goals

- All Facilities Management Department managed projects will be delivered on time, within budget, and meet standards and predetermined customer requirements, to include lifecycle operations and maintenance.
- Board of Supervisors-approved Standards, Policies, and Procedures will be applied to all construction and modifications of County occupied facilities by the beginning Fiscal Year 2003.
- Develop an implementation program to quantify and reduce the backlog of deferred major maintenance for all County-owned facilities by the end of Fiscal Year 2002.

Issues

- As new County facilities are completed and net square footage increases, existing maintenance capacity (personnel, contracts, and utilities) become strained.
- If aging County facilities are not renovated, the efficiency and safety of employees will be compromised.
- Increasing demand for convenient locations for County services will focus attention on the examination of developing additional regional service centers.
- Utility cost and consumption are increasing rapidly and will have a negative effect on the Facility Management Department operating budget.
- An increase in environmental and regulatory demands will cause County facilities and real estate parcels to become non-compliant.
- As three million square feet of County buildings are acquired within the next 3 years, planning and operational resources will be taxed.
- Continued high levels crime and threats to employee safety will have a detrimental impact in maintaining safe and secure work environments.

Facilities Management (Continued)

- Deregulation of electric utilities will result in the development of new challenges and require greater skills (e.g. negotiation, monitoring, rate structures).

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
FACILITIES MANAGEMENT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUILDG CONSTRN & RENOVATION	$ 876,488	$ 788,367	$ 3,840	$ 1,668,695	$ -
OPERATIONS & MAINTENANCE	4,422,249	14,755,281	624,917	19,802,447	-
PROTECTIVE SERVICES	2,346,191	69,120	960	2,416,271	-
PLANNING & REAL ESTATE	531,490	243,742	1,920	777,152	1,081,054
ADMINISTRATIVE SERVICES PROGRA	744,535	454,171	4,836	1,203,542	78,000
INFORMATION TECHNOLOGY PROGRAM	230,510	157,383	960	388,853	-
UNALLOCATED/INDIRECT COSTS	91,192	15,039	6,884	113,115	-
Total	$ 9,242,655	$ 16,483,103	$ 644,317	$ 26,370,075	$ 1,159,054

Key Performance Measures

Program Name: Building Construction and Renovation

Program Purpose: The purpose of the Building Construction and Renovation Program is to provide repaired or new County facilities to appointed and elected departments so that they can accomplish their missions in a cost-efficient and productive environment.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of project work done in FY	1.5	1.6	3.8	4.3
Percent of Actual Project completed to Project Budget	0.03	0.03	N/A	86
Percent of Major Maintenance Projects (Facilities Management Department-controlled) completed in FY	55.6	89.2	83.8	90
Percent of facility consultations completed with customer satisfied	N/A	N/A	100	100
Percent Value of Project Completion to Project Budget	0	0	2.47	92.5
Percent of Department-funded Projects completed on time (by June 30th)	100	100	100	100
Percent Value of Project Completion in FY to Project Budget	0	0	0	50
Percent of properties in compliance with dust control regulations	99	99	99	99

Facilities Management (Continued)

Program Name: Operations and Maintenance

Program Purpose: The purpose of the operations and maintenance program is to provide cleaning and maintenance services to appointed and elected departments so they can have their employees work in safe, clean, and functional facilities.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of corrective maintenance work orders completed	N/A	98	99	99
Percent burials completed as prescribed by Public Fiduciary	100	100	100	100
Percent of facilities cleaned and landscaped to standard	85	87	98.25	89
Percent of detention facilities cleaned to standards	99	99	98.15	99
Percent of utility consumption reduced	N/A	1	2.3	5
Percent of Preventive Maintenance Work Orders completed	71	80	99	91

Program Name: Planning and Real Estate

Program Purpose: The purpose of the FMD Planning & Real Estate program is to provide planning & real estate services to appointed and elected departments so that County properties are utilized to their maximum potential.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of master plan project requests successfully completed	N/A	90	99	95
Percent of space plans completed on time	N/A	90	98	95
Percent of properties disposed vs. the total number identified for disposal	N/A	0	0	70
Percent of studies and reports completed on timely basis	N/A	N/A	100	100
Percent of leases requiring renewal completed before expiration	N/A	N/A	100	100
Percent of Capital Improvement Program identified needs for property/rights fulfilled	N/A	0	0	100

Program Name: Protective Services

Program Purpose: The purpose of the Protective Services Program is to provide security and parking services to County appointed and elected departments, and visitors so that they can efficiently conduct their business in a safe and secure manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent or rate of major crimes for Downtown/Durango County properties vs. crimes reported for those surrounding Phoenix areas	N/A	1	5	9
Percent of cars parked to the number of spaces available to employees within a 3 block area of their work site	N/A	100	100	100

Facilities Management (Continued)

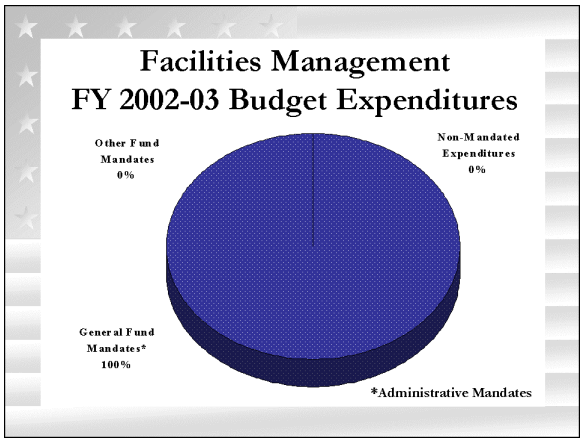
Mandate Consolidated Financial Data

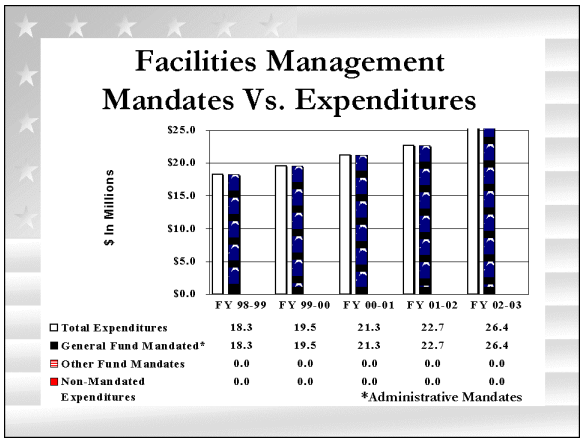
Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 18,307,033	$ 18,307,033
FY 1999-00 Actuals	$ 19,461,633	$ 19,461,633
FY 2000-01 Actuals	$ 21,326,680	$ 21,326,680
FY 2001-02 Estimate	$ 22,712,427	$ 22,712,427
FY 2002-03 Adopted Budget	$ 26,370,075	$ 26,370,075

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 134,301	$ 134,301
FY 1999-00 Actuals	$ 567,086	$ 567,086
FY 2000-01 Actuals	$ 509,679	$ 509,679
FY 2001-02 Estimate	$ 137,521	$ 137,521
FY 2002-03 Adopted Budget	$ 300,000	$ 300,000

Total Administrative Mandates	General Fund	Total
FY 1998-99 Actuals	$ 18,172,732	$ 18,172,732
FY 1999-00 Actuals	$ 18,894,547	$ 18,894,547
FY 2000-01 Actuals	$ 20,812,001	$ 20,812,001
FY 2001-02 Estimate	$ 23,186,197	$ 23,186,197
FY 2002-03 Adopted Budget	$ 26,070,075	$ 26,070,075

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Facilities Management (Continued)

Mandate Information

TITLE	Environment
AUTHORITY	Code of Federal Regulations 40 (CFR40) - Environment
HISTORY/ BACKGROUND	Facilities Management has been responsible for certain activities relating to buildings and grounds that are regulated by Federal, State and County statutes or laws. Particularly troublesome are environmental rules under CFR40 which include clean air, hazardous materials, and pollution of the ground, and protection of life and the environment. Facilities Management has an environmental engineer on staff who oversees programs and projects related to CFR40.
MANDATE DESCRIPTION	Maricopa County, through Facilities Management, is responsible for pollution prevention through the maintenance and/or upgrade/replacement of equipment and facilities. They are also responsible for the investigation and reporting of any incidents related to accidental, intentional, or unintentional pollution or environmental hazard. Specific to CFR40 is control and management of asbestos, above and underground fuel storage tanks, land acquisition environmental site assessments, dust control of open areas and lots, all facility environmental permits (air, water, waste), interior (building) air quality, freon, chemicals, and disposal of hazardous materials. This has been done efficiently for the past seven years or so, and regular and incident-related reports have been timely filed with OSHA, EPA, ADEQ and County Environmental officials.

Environment	General Fund	Total
FY 1998-99 Actuals	$ 134,301	$ 134,301
FY 1999-00 Actuals	$ 567,086	$ 567,086
FY 2000-01 Actuals	$ 509,679	$ 509,679
FY 2001-02 Estimate	$ 137,521	$ 137,521
FY 2002-03 Adopted Budget	$ 300,000	$ 300,000

Facilities Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
700 FACILITIES MANAGEMENT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 9,242,655	$ 16,483,103	$ 644,317	$ 26,370,075	$ 1,159,054
SUB-TOTAL	$ 9,242,655	$ 16,483,103	$ 644,317	$ 26,370,075	$ 1,159,054
TOTAL FUNDS	$ 9,242,655	$ 16,483,103	$ 644,317	$ 26,370,075	$ 1,159,054

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

700 FACILITIES MANAGEMENT

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	410,229	1,636,550	1,636,550	1,936,550	1,159,054	1,159,054	(477,496)	-29%
Total Revenue	$ 410,229	$ 1,636,550	$ 1,636,550	$ 1,936,550	$ 1,159,054	$ 1,159,054	$ (477,496)	-29%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 6,436,680	$ 7,069,670	$ 7,400,810	$ 7,134,561	$ 7,672,555	$ 7,755,833	$ (355,023)	-5%
705 TEMPORARY PAY	163,129	81,113	104,427	121,369	44,244	44,244	60,183	58%
710 OVERTIME	463,968	112,900	134,669	191,559	156,470	155,970	(21,301)	-16%
750 FRINGE BENEFITS	1,352,312	1,819,381	1,876,364	1,905,089	2,216,023	2,139,962	(263,598)	-14%
790 OTHER PERSONNEL SERVICES	9,226	194,760	188,344	201,618	185,074	391,783	(203,439)	-108%
795 PERSONNEL SERVICES ALLOC OUT	(989,347)	(1,156,326)	(1,146,677)	(1,136,487)	(1,027,443)	(1,245,137)	98,460	9%
796 PERSONNEL SERVICES ALLOC IN	(82,473)	-	-	(8,184)	-	-	-	
SubTotal	$ 7,353,495	$ 8,121,498	$ 8,557,937	$ 8,409,525	$ 9,246,923	$ 9,242,655	$ (684,718)	-8%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 700,163	$ 1,515,126	$ 1,495,368	$ 1,245,137	$ 1,526,496	1,528,821	(33,453)	-2%
802 MEDICAL SUPPLIES	-	2,900	3,165	3,514	3,200	3,200	(35)	-1%
803 FUEL	46,863	74,238	72,938	46,847	52,402	52,402	20,536	28%
804 NON-CAPITAL EQUIPMENT	223,716	129,632	61,985	46,893	93,200	20,600	41,385	67%
811 HEALTH CARE SERVICES	-	-	122	154	-	-	122	100%
812 OTHER SERVICES	2,788,446	384,052	210,781	202,118	74,250	74,250	136,531	65%
820 RENT & OPERATING LEASES	88,124	240,000	265,141	262,063	268,019	267,200	(2,059)	-1%
825 REPAIRS AND MAINTENANCE	2,436,104	4,355,249	4,412,234	3,934,403	5,022,112	4,987,492	(575,258)	-13%
830 INTERGOVERNMENTAL PAYMENTS	-	-	500	-	-	-	500	100%
839 INTERNAL SERVICE CHARGES	111,039	41,056	61,981	62,209	49,847	50,927	11,054	18%
842 TRAVEL & EDUCATION	40,335	71,100	92,608	42,281	47,559	35,500	57,108	62%
843 POSTAGE/FREIGHT/SHIPPING	549	403,144	365,499	357,745	342,760	342,940	22,559	6%
845 SUPPORT AND CARE OF PERSONS	188	-	-	208	-	-	-	
850 UTILITIES	7,396,862	7,632,076	7,253,768	7,528,858	9,218,163	9,119,771	(1,866,003)	-26%
SubTotal	$ 13,832,389	$ 14,848,573	$ 14,296,090	$ 13,732,430	$ 16,698,008	$ 16,483,103	$ (2,187,013)	-15%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	11,204	-	-	34	-	-	-	
920 CAPITAL EQUIPMENT	110,677	82,300	82,299	50,561	25,000	29,000	53,299	65%
930 VEHICLES & CONSTRUCTION EQUIP	18,917	-	29,000	27,379	120,000	120,000	(91,000)	-314%
950 DEBT SERVICE	-	492,498	492,498	492,498	492,498	495,317	(2,819)	-1%
SubTotal	$ 140,798	$ 574,798	$ 603,797	$ 570,472	$ 637,498	$ 644,317	$ (40,520)	-7%
Total Expenditures	$ 21,326,682	$ 23,544,869	$ 23,457,824	$ 22,712,427	$ 26,582,429	$ 26,370,075	$ (2,912,251)	-12%
Operating Balance (Rev. - Exp.)	$ (20,916,453)	$ (21,908,319)	$ (21,821,274)	$ (20,775,877)	$ (25,423,375)	$ (25,211,021)	$ (3,389,747)	-16%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
700 FACILITIES MANAGEMENT

WORKING TITLE	FTE
ACCOUNTANT	2.0
ACCOUNTS PAYABLE TECHNICIAN	1.0
ADMINISTRATIVE ASSISTANT	4.0
ADMINISTRATIVE ASSISTANT/CONTRACT	1.0
ADMINISTRATIVE COORDINATOR	1.0
ARCHITECT	3.0
ARCHITECT/CONTRACT	2.0
ASSISTANT DIRECTOR/BUSINESS SERVICES DIVISION CHIE	1.0

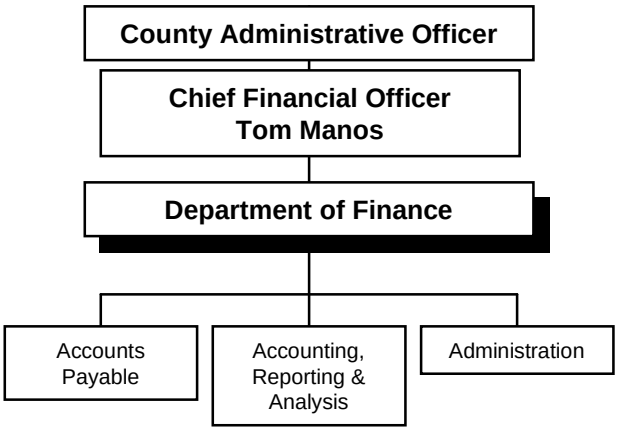
Facilities Management (Continued)

WORKING TITLE	FTE
ASSISTANT PLANNING CHIEF/DIVISION CHIEF	1.0
ASSISTANT SPACE PLANNER	1.0
ASSOCIATE DIRECTOR/DIVISION CHIEF	1.0
BUSINESS ANALYST	1.0
BUSINESS SERVICES ANALYST	1.0
CADD FACILITIES MANAGEMENT SYSTEMS OPERATOR/CONTRA	1.0
CADD OPERATOR	1.0
CARPENTER	3.0
CONTRACT SPECIALIST	1.0
CUSTODIAN SUPERVISOR	23.0
DIRECTOR	1.0
DIVISION CHIEF	2.0
ELECTRICAL ENGINEER	1.0
ELECTRICAL ENGINEER/CONTRACT	1.0
ELECTRICIAN	7.0
ELECTRONIC TECHNICIAN	2.0
ENERGY ANALYST	1.0
ENERGY CONSERVATION ENGINEER	1.0
ENVIRONMENTAL ENGINEER	1.0
ENVIRONMENTAL PROGRAM MANAGER	1.0
EXECUTIVE SECRETARY	1.0
FACILITIES AUTOMOTIVE SPECIALIST	2.0
FACILITIES ENGINEER	1.0
FACILITIES ENGINEER/CONTRACT	2.0
FACILITIES PROJECT MANAGER PLANNER	1.0
FACILITIES PROJECT MANAGER PLANNER/CONTRACT	2.0
FACILITIES TECHNICAL SPECIALIST	3.0
FRONT DESK RECEPTIONIST	1.0
HOUSEKEEPING SUPERVISOR	1.0
HUMAN RESOURCES LIAISON SPECIALIST	1.0
HVAC	6.0
LEAD ACCOUNTS PAYABLE PROCESSOR	1.0
LOCKSMITH	4.0
MAINTENANCE SUPERVISOR	5.0
MAINTENANCE SUPERVISOR-LEAD	1.0
MECHANICAL ENGINEER	1.0
MECHANICAL ENGINEER/CONTRACT	2.0
OPERATIONS & MAINTENANCE DIVISION CHIEF	1.0
PAINTER	3.0
PAINTER/CONTRACT	2.0
PAYROLL COORDINATOR	2.0
PLUMBER	5.0
PROJECT MANAGER I	2.0
PROJECT MANAGER II	1.0
PROPERTY MANAGEMENT SPECIALIST	3.0
PROTECTIVE SERVICES ADMINISTRATIVE COORDINATOR	1.0
PROTECTIVE SERVICES SUPERVISOR	2.0
PURCHASE CARD TECHNICIAN	1.0
QUALITY ASSURANCE TEAM MEMBER	4.0
QUALITY ASSURANCE TEAM MEMBER-LEADER	1.0
SECURITY OFFICER	55.0
SECURITY OFFICER IN CHARGE	2.0
SENIOR CONTRACT SPECIALIST	1.0
SENIOR NETWORK SPECIALIST	1.0
SENIOR PROGRAMMER	2.0
SENIOR PROJECT COORDINATOR	1.0
SENIOR PROJECT MANAGER	1.0
SPECIAL ASSISTANT TO THE DIRECTOR /PROJECT COORDIN	1.0
STATIONARY ENGINEER	6.0
STATIONARY ENGINEER-DUTY PLANT OPERATOR	4.0
TRADES APPLICATION SPECIALIST/DATA ENTRY OPERATOR	1.0

Facilities Management (Continued)

WORKING TITLE	FTE
TRADES GENERALIST	14.0
TRADES GENERALIST/DISPATCHER	2.0
TRADES RESOURCE SPECIALIST	2.0
WELDER-INSTITUTIONAL	2.0
TOTAL	**225.0**

Finance



Mission

The mission of the Department of Finance is to provide financial information and services to Maricopa County government so they can effectively manage their resources.

Goals

- We will develop procedures and implement processes that support Managing For Results and Governmental Accounting Standards Board #34 to proactively address the demand for government accountability.
- We will obtain and retain a turnover rate no greater than 9%.
- We will develop a Capital Improvement Project Financing Plan by January, 2001 and quarterly status reports to ensure that all financing is consistent with budget resources, favorable expenditure limitation outcomes and cost effectiveness.
- We will improve our customers ability to manage results through enhancement and full utilization of our existing financial system, which will provide customized real time information.

Issues

- The demand for increased governmental accountability impacts the reporting of financial and operational results.
- Increased demand for governmental services (internal and external) through technology results in a need for our department to provide services that meet customer expectations.
- Low unemployment impacts our ability to maintain a quality workforce to meet our customer demands.
- Limited cash resources and expenditure limitation constraints will impact the management of a comprehensive capital financing plan.

Finance (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
FINANCE
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FINANCIAL REPORTING	$ 644,622	$ 135,679	$ -	$ 780,301	$ -
FINANCIAL SERVICES	1,235,056	113,401	5,184	1,353,641	-
ADMINISTRATIVE SERVICES PROGRA	(95,806)	6,744	773	(88,289)	-
UNALLOCATED/INDIRECT COSTS	238,704	4,805	-	243,509	7,866,687
Total	$ 2,022,576	$ 260,629	$ 5,957	$ 2,289,162	$ 7,866,687

Key Performance Measures

Program Name: Financial Reporting

Program Purpose: The purpose of the Financial Reporting Program is to provide timely financial and operational information to external entities such as external government and private financial institutions, as a measurement of financial health; and to Maricopa County government departments so they can make timely informed decisions, manage resources, and measure and report results.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customers who indicate our reports facilitate informed decision-making	N/A	N/A	90	100
Percent of customers satisfied regarding the completeness, accuracy and timeliness of the financial information i.e. system reports	N/A	N/A	85	100
Percent of customers satisfied regarding the completeness, accuracy and timeliness of the financial information, i.e. internally prepared reports	N/A	N/A	85	100

Program Name: Financial Services Program

Program Purpose: The purpose of the Financial Services Program is to provide general accounting, systems (technological), accounts payable, and debt service activities to Maricopa County government departments so they can make informed decisions, manage resources, and measure and report results.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of payments processed within the established turnaround time	75	80	88.75	100
Percent of customers satisfied with the debt related services	N/A	N/A	44	100
Percent of customers satisfied regarding the processing of various transactions	N/A	N/A	88	100

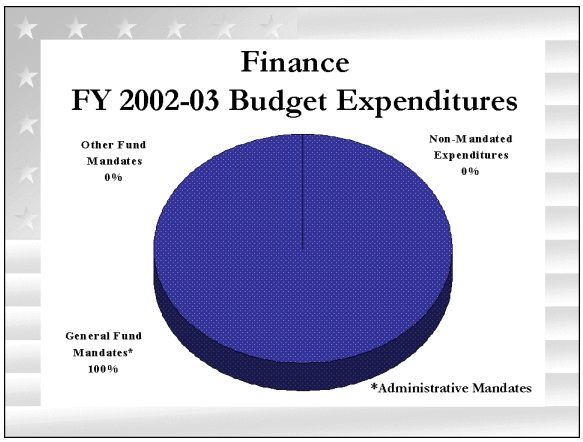
Finance (Continued)

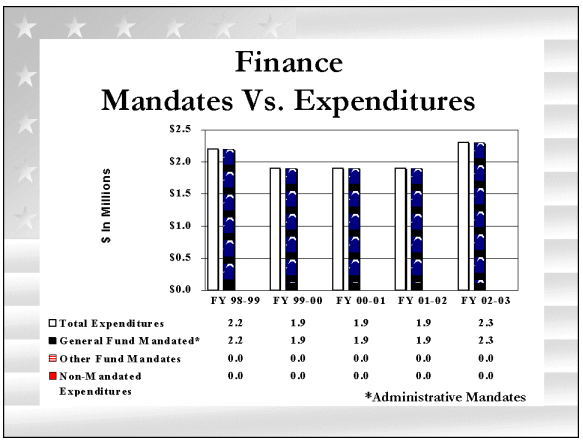
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 2,172,039	$ 2,172,039
FY 1999-00 Actuals	$ 1,857,842	$ 1,857,842
FY 2000-01 Actuals	$ 1,881,276	$ 1,881,276
FY 2001-02 Estimate	$ 1,924,119	$ 1,924,119
FY 2002-03 Adopted Budget	$ 2,289,162	$ 2,289,162

Total Administrative Mandates	General Fund	Total
FY 1998-99 Actuals	$ 2,172,039	$ 2,172,039
FY 1999-00 Actuals	$ 1,857,842	$ 1,857,842
FY 2000-01 Actuals	$ 1,881,276	$ 1,881,276
FY 2001-02 Estimate	$ 1,924,119	$ 1,924,119
FY 2002-03 Adopted Budget	$ 2,289,162	$ 2,289,162

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE Finance

AUTHORITY A.R.S. § 41-1346 State and local records management; A.R.S. § 11-622 © Payment of Claims; A.R.S. § 11-644 Re-issuance of warrants; A.R.S. § 35-501 Requires County to report bond issues, debt level analysis, definition of outstanding indebtedness to the Arizona Department of Revenue; A.R.S. § 35-502 Notification requirements to Department of Revenue on retirement of a bond; A.R.S. § 35-503 Calculation of debt limits; A.R.S. § 42-304 Setting the tax rate; A.R.S. § 11-604.01 Revolving line of credit; A.R.S. § 42-301 Levy limits; A.R.S. § 42-302 Annual Financial Statements - Comprehensive Annual Financial Report (CAFR); A.R.S. § 41-1279.07 © Issuance of the Expenditure Limitations Report; IRS Guidelines - Reporting requirements for Form 1099; A.R.S. § 11-251 Sale of County real estate; A.R.S. § 11-256 Leasing or sub-leasing County real estate; A.R.S. § 38-511 Cancellation of State Contracts; A.R.S. § 42-271 Exemption of taxable real estate; A.R.S. § 11-259 Intergovernmental Agreements; A.R.S. § 45-182 Claim of right to withdraw, divert or use public waters, exception, administration by director of water resources; Single Audit Act of 1984 and Amendments of 1996 - Schedule of Expenditures of Federal Awards; Federal OMB Circular A-102 Requirements for government Federal Awards; Federal OMB Circular A-87 General requirements for charging indirect costs to grants.

Finance (Continued)

HISTORY/ BACKGROUND

In 1994 the Board of Supervisors and County Administrative Officer reorganized the Department of Finance as part of a Countywide restructuring effort. During the reorganization, the budget functions for the County were separated from Finance to form the Office of Management and Budget (OMB). The Department of Finance is responsible for the oversight, reporting, processing, and analysis of the County's financial transactions. Finance provides services to all County departments and various external users and maintains the accounting records for all financial transactions.

MANDATE DESCRIPTION

The Finance Department shall maintain the County's public records in the most efficient and cost effective manner; The Finance Department shall prepare the Comprehensive Annual Financial Report (CAFR) and Expenditure Limitation Reports; The Finance Department shall monitor all real estate services to include sales and leases of County Real Estate; The Finance Department shall report annual Form 1099 information to the IRS; The Finance Department shall set the tax rates for the County, cities, schools and special districts

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
180 FINANCE

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 2,022,576	$ 260,629	$ 5,957	$ 2,289,162	$ 7,866,687
SUB-TOTAL	$ 2,022,576	$ 260,629	$ 5,957	$ 2,289,162	$ 7,866,687
TOTAL FUNDS	$ 2,022,576	$ 260,629	$ 5,957	$ 2,289,162	$ 7,866,687

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

180 FINANCE

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	(140)	-	-	-	-	-	-	
680 TRANSFERS IN	8,326,368	8,154,989	8,154,989	8,218,001	7,837,842	7,866,687	(288,302)	-4%
Total Revenue	$ 8,326,228	$ 8,154,989	$ 8,154,989	$ 8,218,001	$ 7,837,842	$ 7,866,687	$ (288,302)	-4%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,316,615	$ 1,448,561	$ 1,513,075	$ 1,370,430	$ 1,742,760	$ 1,759,786	$ (246,711)	-16%
705 TEMPORARY PAY	474	5,000	5,000	2,902	5,000	4,233	767	15%
710 OVERTIME	38,758	2,000	2,000	4,343	3,000	6,401	(4,401)	-220%
750 FRINGE BENEFITS	239,660	291,899	309,957	286,046	373,025	370,991	(61,034)	-20%
790 OTHER PERSONNEL SERVICES	-	2,962	-	2,266	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	-	(30,000)	(15,000)	(159,960)	(159,960)	129,960	433%
796 PERSONNEL SERVICES ALLOC IN	-	314,668	203,028	13,969	41,125	41,125	161,903	80%
SubTotal	$ 1,595,507	$ 2,065,090	$ 2,003,060	$ 1,664,956	$ 2,004,950	$ 2,022,576	$ (19,516)	-1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 17,730	$ 19,963	$ 21,452	$ 20,559	$ 23,832	20,078	1,374	6%
804 NON-CAPITAL EQUIPMENT	38,104	17,000	8,499	8,500	2,000	2,000	6,499	76%
812 OTHER SERVICES	145,377	156,700	149,789	145,950	151,900	145,455	4,334	3%
820 RENT & OPERATING LEASES	12,210	18,000	14,500	14,500	14,500	14,500	-	0%
825 REPAIRS AND MAINTENANCE	7,706	6,750	6,752	6,752	7,750	6,854	(102)	-2%
839 INTERNAL SERVICE CHARGES	6,516	6,699	6,719	7,219	16,020	19,842	(13,123)	-195%
842 TRAVEL & EDUCATION	22,703	26,200	18,200	20,302	20,200	20,200	(2,000)	-11%
843 POSTAGE/FREIGHT/SHIPPING	(58)	33,400	33,962	30,262	30,400	31,700	2,262	7%
SubTotal	$ 250,288	$ 284,712	$ 259,873	$ 254,044	$ 266,602	$ 260,629	$ (756)	0%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	35,481	-	-	-	-	-	-	
950 DEBT SERVICE	-	2,606	5,119	5,119	5,957	5,957	(838)	-16%
SubTotal	$ 35,481	$ 2,606	$ 5,119	$ 5,119	$ 5,957	$ 5,957	$ (838)	-16%
Total Expenditures	$ 1,881,276	$ 2,352,408	$ 2,268,052	$ 1,924,119	$ 2,277,509	$ 2,289,162	$ (21,110)	-1%
Operating Balance (Rev. - Exp.)	$ 6,444,952	$ 5,802,581	$ 5,886,937	$ 6,293,882	$ 5,560,333	$ 5,577,525	$ (309,412)	-5%

Finance (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 180 FINANCE WORKING TITLE	FTE
ACCOUNTANT	5.0
ACCOUNTING ASSISTANT	2.0
ACCOUNTS PAYABLE ASSISTANT	1.0
ACCOUNTS PAYABLE AUDIT SPECIALIST	1.0
ACCOUNTS PAYABLE CONTRACTS COORDINATOR	1.0
ACCOUNTS PAYABLE PROCESSOR	4.0
ACCOUNTS PAYABLE SUPERVISOR	1.0
ACCOUNTS PAYABLE TEAM LEADER	1.0
ADMIN SUPPORT	3.0
ADMINISTRATIVE COORDINATOR I	1.0
ADMINISTRATIVE COORDINATOR II	1.0
ADMINISTRATIVE COORDINATOR VI	1.0
CHIEF FINANCIAL OFFICER	1.0
COLLECTIONS MANAGER	1.0
COLLECTOR	4.0
DEPUTY FINANCE DIRECTOR	2.0
FINANCIAL ACCOUNTANT - CAPITAL PROJECTS	1.0
FINANCIAL DATA BASE ADMINISTRATOR	1.0
FISCAL MANAGEMENT ANALYST III	1.0
FIXED ASSET ACCOUNTANT	1.0
GRANT ACCOUNTANT	1.0
INDUSTRIAL DEVELOPMENT AUTHORITY (IDA) ADMIN.	2.0
PROPERTY TAX ACCOUNTANT	1.0
SENIOR FISCAL CONSULTANT	4.0
SENIOR FISCAL CONSULTANT - SYSTEMS MANAGER	1.0
TOTAL	**43.0**

General Government

Mandate Consolidated Financial Data

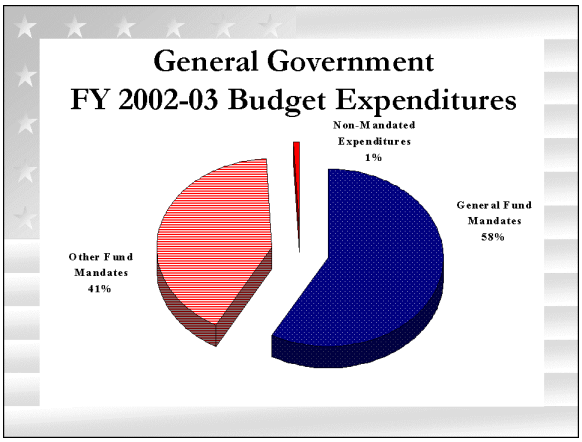
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 95,127,234	$ -	$ -	$ 95,127,234
FY 1999-00 Actuals	$ 195,550,350	$ 112,142,944	$ 8,471,146	$ 316,164,440
FY 2000-01 Actuals	$ 237,254,651	$ 110,528,803	$ 77,976,362	$ 425,759,816
FY 2001-02 Estimate	$ 136,596,641	$ 5,731,249	$ 28,795,076	$ 171,122,966
FY 2002-03 Adopted Budget	$ 202,842,329	$ 30,501,615	$ 110,782,280	$ 344,126,224

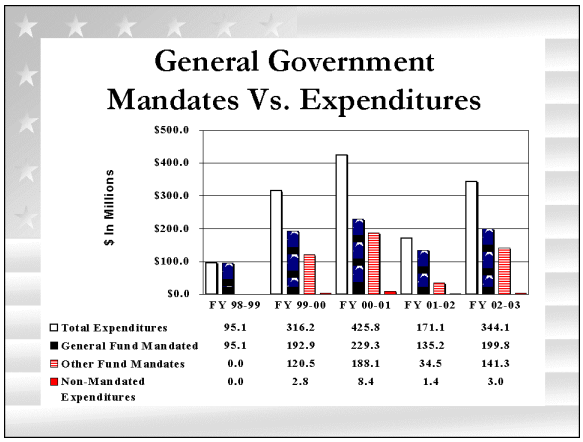
Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 48,897,886	$ -	$ -	$ 48,897,886
FY 1999-00 Actuals	$ 175,506,839	$ -	$ -	$ 175,506,839
FY 2000-01 Actuals	$ 135,372,021	$ -	$ -	$ 135,372,021
FY 2001-02 Estimate	$ 107,949,370	$ 5,731,249	$ 28,795,076	$ 142,475,695
FY 2002-03 Adopted Budget	$ 147,434,750	$ 30,501,615	$ 110,782,280	$ 288,718,645

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 46,229,348	$ -	$ -	$ 46,229,348
FY 1999-00 Actuals	$ 17,246,820	$ 112,142,944	$ 8,471,146	$ 137,860,910
FY 2000-01 Actuals	$ 93,905,060	$ 110,128,803	$ 77,976,362	$ 282,010,225
FY 2001-02 Estimate	$ 27,187,710	$ -	$ -	$ 27,187,710
FY 2002-03 Adopted Budget	$ 52,342,146	$ -	$ -	$ 52,342,146

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ -	$ -	$ -	$ -
FY 1999-00 Actuals	$ 2,796,691	$ -	$ -	$ 2,796,691
FY 2000-01 Actuals	$ 7,977,570	$ 400,000	$ -	$ 8,377,570
FY 2001-02 Estimate	$ 1,459,561	$ -	$ -	$ 1,459,561
FY 2002-03 Adopted Budget	$ 3,065,433	$ -	$ -	$ 3,065,433

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





General Government (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
470 GENERAL GOVERNMENT

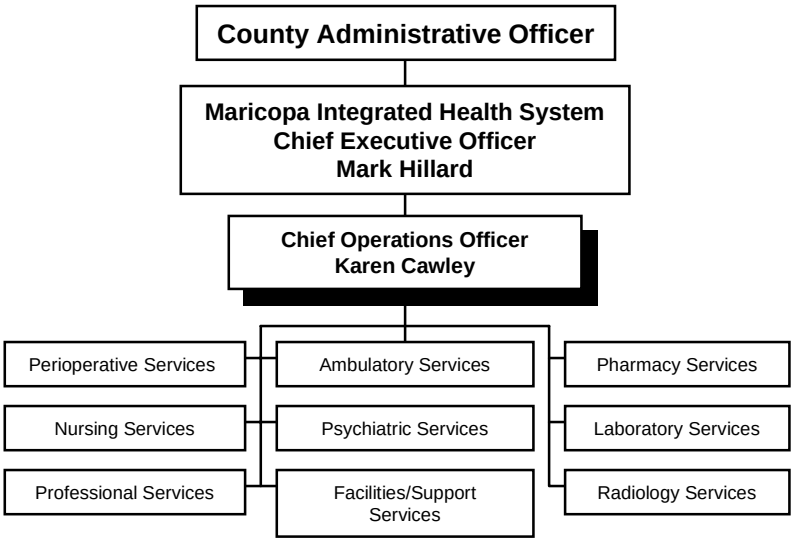
FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 7,008,381	$ 177,799,869	$ 18,034,079	$ 202,842,329	$ 744,958,512
SPECIAL REVENUE	1,500,000	24,522,615	4,479,000	30,501,615	142,304,293
DEBT SERVICE	-	-	39,640,805	39,640,805	28,367,608
CAPITAL PROJECTS	-	-	110,782,280	110,782,280	64,455,139
SUB-TOTAL	$ 8,508,381	$ 202,322,484	$ 172,936,164	$ 383,767,029	$ 980,085,552
TOTAL FUNDS	$ 8,508,381	$ 202,322,484	$ 172,936,164	$ 383,767,029	$ 980,085,552

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

470 GENERAL GOVERNMENT

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ 246,566,245	$ 272,748,129	$ 272,748,129	$ 268,806,043	$ 271,613,793	$ 297,515,250	$ 24,767,121	9%
605 TAX PENALTIES & INTEREST	9,896,038	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	-	0%
606 SALES TAXES	97,752,375	-	-	-	-	-	-	
610 LICENSES AND PERMITS	430,386	375,000	375,000	375,000	375,000	375,000	-	0%
615 GRANTS	3,849,210	10,721,425	10,721,425	2,100,000	17,766,301	17,766,301	7,044,876	66%
620 OTHER INTERGOVERNMENTAL	251,896	249,772	249,772	249,772	249,772	249,772	-	0%
621 PAYMENTS IN LIEU OF TAXES	7,424,124	6,793,243	6,793,243	5,832,228	5,314,130	7,288,990	495,747	7%
625 STATE SHARED SALES TAX	322,429,593	341,524,693	341,524,693	325,653,889	338,680,045	335,423,506	(6,101,187)	-2%
630 STATE SHARED VEHICLE LICENSE	93,389,137	92,868,667	92,868,667	98,058,594	101,980,938	101,980,938	9,112,271	10%
635 OTHER CHARGES FOR SERVICES	2,238,067	2,082,500	2,082,500	3,216,751	2,000,000	2,065,000	(17,500)	-1%
637 FINES & FORFEITS	-	-	-	25,900	-	-	-	
645 INTEREST EARNINGS	-	19,833,033	19,833,033	15,730,635	12,340,000	19,416,188	(416,845)	-2%
650 MISCELLANEOUS REVENUE	141,752,731	-	-	1,151,261	-	10,596,068	10,596,068	
651 GAIN ON FIXED ASSETS	-	50,000	50,000	12,498	50,000	50,000	-	0%
680 TRANSFERS IN	227,189,135	184,634,128	187,071,046	105,330,523	143,108,539	179,358,539	(7,712,507)	-4%
Total Revenue	$ 1,153,168,937	$ 939,880,590	$ 942,317,508	$ 834,543,094	$ 901,478,518	$ 980,085,552	$ 37,768,044	4%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 630,580	$ 67,852	$ 68,863	$ 16,973	$ 70,553	$ 70,553	$ (1,690)	-2%
705 TEMPORARY PAY	96,629	-	-	7,938	-	-	-	
710 OVERTIME	21,786	-	-	-	-	-	-	
750 FRINGE BENEFITS	21,068	10,960	11,060	14,344	12,109	12,109	(1,049)	-9%
790 OTHER PERSONNEL SERVICES	-	8,500,000	2,447,973	-	-	8,390,885	(5,942,912)	-243%
795 PERSONNEL SERVICES ALLOC OUT	1,342	-	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	100,175	188,553	298,941	254,215	199,994	34,834	264,107	88%
SubTotal	$ 871,580	$ 8,767,365	$ 2,826,837	$ 293,470	$ 282,656	$ 8,508,381	$ (5,681,544)	-201%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 454,684	$ 50,000	$ 50,000	$ -	$ 50,000	50,000	-	0%
803 FUEL	28	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	464,665	-	-	-	-	-	-	
810 LEGAL SERVICES	2,346,041	2,940,000	3,000,000	2,362,083	3,300,000	3,300,000	(300,000)	-10%
812 OTHER SERVICES	3,378,089	28,418,156	23,408,544	5,046,515	20,491,535	38,675,660	(15,267,116)	-65%
820 RENT & OPERATING LEASES	78,771	5,280	5,280	5,280	12,780	12,780	(7,500)	-142%
825 REPAIRS AND MAINTENANCE	1,879,789	-	210,000	-	-	200,000	10,000	5%
830 INTERGOVERNMENTAL PAYMENTS	1,718,078	1,799,776	1,799,776	1,798,964	2,808,554	4,145,554	(2,345,778)	-130%
839 INTERNAL SERVICE CHARGES	18,132,774	13,107,154	13,107,154	13,108,928	14,556,873	14,856,873	(1,749,719)	-13%
842 TRAVEL & EDUCATION	924,386	1,300,000	1,300,000	1,164,869	1,300,000	1,500,000	(200,000)	-15%
843 POSTAGE/FREIGHT/SHIPPING	3,860	-	200,000	200,506	200,000	450,000	(250,000)	-125%
845 SUPPORT AND CARE OF PERSONS	201,749	400,000	400,000	328,070	400,000	498,392	(98,392)	-25%
850 UTILITIES	79	-	-	-	-	-	-	
880 TRANSFERS OUT	244,116,039	101,186,962	103,623,880	103,623,880	138,633,225	138,633,225	(35,009,345)	-34%
SubTotal	$ 273,699,032	$ 149,207,328	$ 147,104,634	$ 127,639,095	$ 181,752,967	$ 202,322,484	$ (55,217,850)	-38%
CAPITAL OUTLAY								
910 LAND	$ 7,397,934	$ -	$ -	$ 2,750	$ -	$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	41,005,967	87,034,258	84,159,508	37,649,503	55,948,295	123,210,961	(39,051,453)	-46%
920 CAPITAL EQUIPMENT	2,841,853	-	50,800	335,987	-	-	50,800	100%
930 VEHICLES & CONSTRUCTION EQUIP	1,804,706	3,833,202	5,413,142	3,589,149	4,069,849	3,691,649	1,721,493	32%
940 INFRASTRUCTURE	-	2,500,000	2,042,499	2,042,499	-	-	2,042,499	100%
950 DEBT SERVICE	31,258,154	49,880,962	49,880,962	52,119,166	4,465,461	46,033,554	3,847,408	8%
SubTotal	$ 84,308,614	$ 143,248,422	$ 141,546,911	$ 95,739,054	$ 64,483,605	$ 172,936,164	$ (31,389,253)	-22%
Total Expenditures	$ 358,879,226	$ 301,223,115	$ 291,478,382	$ 223,671,619	$ 246,519,228	$ 383,767,029	$ (92,288,647)	-32%
Operating Balance (Rev. - Exp.)	$ 794,289,711	$ 638,657,475	$ 650,839,126	$ 610,871,475	$ 654,959,290	$ 596,318,523	$ (54,520,603)	-8%

Health Care Delivery System



Mission

The mission of the Maricopa Health Delivery System is to provide quality, customer oriented health care services, medical education and research for patients and health plan members so they can improve their health status in a cost efficient manner.

Goals

- By June 2004, generate sufficient cash flow through revenue development and operational efficiencies to provide MIHS funding required to meet our customers' service needs and avoid subsidy by the County. Achieve a cash balance of $47 million as of June 30, 2004. Achieve improvement in AR days to 75 days or less per industry standards.
- By June 2003, attract and retain qualified employees through improvements in work place environment and maintaining competitive wages and benefits. Maintain an annual voluntary turnover rate less than that experienced by the Arizona Hospital and Health Care Association members. Achieve improvement in employee satisfaction survey results by 5 basis points.
- On an ongoing basis, assess governance options which will serve to support the financial viability of MIHS and offer recommendations to the Board of Supervisors to clarify the structure and role of the health system in meeting the community's health care needs.
- By July 2007, subject to availability of capital funding, implement MIHS master plan capital projects to ensure the provision of appropriate and adequate facilities to meet current and future customer health care needs.
- By June 2005, improve MIHS customer service by providing customer-oriented accessibility, availability and continuity of care as measured by patient satisfaction survey results. Attain and sustain a composite score of 7.25 for each of the following four MIHS business components; Family Health Centers, Emergency Department, Comprehensive Health Center, and Maricopa Medical Center. Reduce Maricopa Health Plan disenrollment rate by 10%.
- On an ongoing basis, continue to secure accreditation/compliance from the Residency Review Committee (RRC), Joint Commission on Accreditation of Healthcare Organizations (JCAHO), and Centers for Medicare and Medicaid Services (CMS).

Health Care Delivery System (Continued)

- By June 2005, develop and implement strategies to enroll and retain health plan membership at a profitable margin to meet/exceed composite health plan earnings projections to support the provision of health care programs and services to MIHS customers.
- By June 2005, assess and identify opportunities to improve the financial performance of the delivery system through expense reduction, revenue enhancement, improved cash flow, product line analysis and enhancement of operational efficiency. Achieve a 10% improvement in operating margin by June 30, 2003.

Issues

- Failure to attract and retain qualified and skilled staff will lead to service reduction, higher costs, and customer dissatisfaction.
- Inadequate physical facilities across the health system are compromising our ability to meet the needs and expectations of our current patient, provider and employee base, and will severely limit our ability to attract and retain new patients, providers and employees.
- Changes in health care policy, rapidly rising costs, declining profitability, work force shortages and competitive marketplace forces necessitate reevaluation of our MIHS governance structure and role in providing health care to the community we serve.
- Availability and distribution of information is becoming increasingly important given that more data is being gathered but not necessarily configured as information. Without configured information, the system will be unable to provide care at the lowest cost and greatest outcome.
- Loss of Graduate Medical Education accreditation would result in loss of faculty, increased cost of care, and reduction in funding, resulting in a negative impact on patient care.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
HEALTH CARE DELIVERY SYSTEM
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
UNALLOCATED/INDIRECT COSTS	$ 150,131,041	$ 242,138,880	$ 6,759,127	$ 399,029,048	$ 398,331,106
Total	$ 150,131,041	$ 242,138,880	$ 6,759,127	$ 399,029,048	$ 398,331,106

Key Performance Measures

Program Name: Adult Health

Program Purpose: The purpose of the Adult Health Program is to provide medical services to patients (ages 18 and over) so they can receive treatment for illnesses and injuries in a customer oriented and cost effective manner.

Key Results: None Reported

Program Name: Behavioral Health

Program Purpose: The purpose of the Behavioral Health Program is to provide behavioral health services to patients so they can receive treatment for behavioral disorders in a customer oriented and cost effective manner.

Key Results: None Reported

Health Care Delivery System (Continued)

Program Name: Children's Health

Program Purpose: The purpose of the Children's Health Program is to provide medical services to patients (birth to 18 years) so they can receive treatment for illnesses and injuries in a customer oriented and cost effective manner.

Key Results: None Reported

Program Name: Health Care Support

Program Purpose: The purpose of the Health Care Support Program is to provide support services to patients so they may be treated for illnesses and injuries in a customer oriented and cost effective manner.

Key Results: None Reported

Program Name: Home Health

Program Purpose: The purpose of the Home Health Program is to provide medical services to patients so they can receive home based health care in a customer oriented and cost effective manner.

Key Results: None Reported

Program Name: Medical Education

Program Purpose: The purpose of the Medical Education program is to provide medical education to residents and Allied Health students so that they can complete their training while treating patients in a cost effective manner.

Key Results: None Reported

Program Name: Women's Specialty Health

Program Purpose: The purpose of the Women's Specialty Health Program is to provide medical services to patients so they may be treated for maternity care and illnesses in a customer oriented and cost effective manner.

Key Results: None Reported

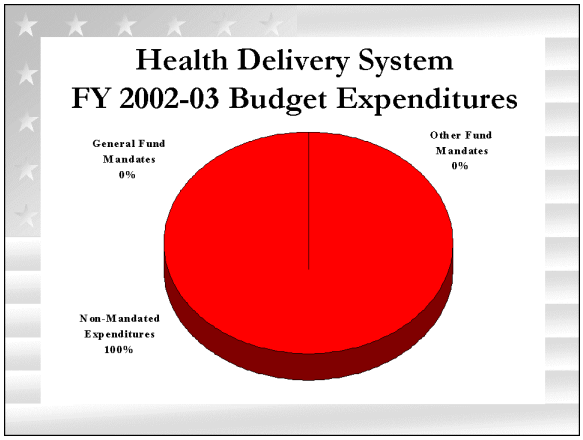
Mandate Consolidated Financial Data

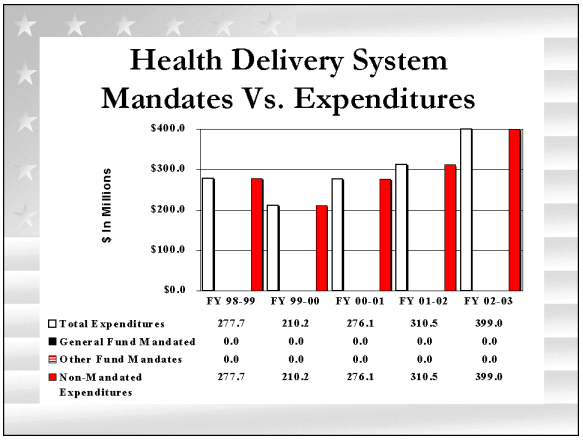
Total Department Expenditures	Enterprise Funds	Total
FY 1998-99 Actuals	$ 277,672,050	$ 277,672,050
FY 1999-00 Actuals	$ 210,226,940	$ 210,226,940
FY 2000-01 Actuals	$ 276,054,803	$ 276,054,803
FY 2001-02 Estimate	$ 310,490,320	$ 310,490,320
FY 2002-03 Adopted Budget	$ 399,029,048	$ 399,029,048

Total Non-Mandated Expenditures	Enterprise Funds	Total
FY 1998-99 Actuals	$ 277,672,050	$ 277,672,050
FY 1999-00 Actuals	$ 210,226,940	$ 210,226,940
FY 2000-01 Actuals	$ 276,054,803	$ 276,054,803
FY 2001-02 Estimate	$ 310,490,320	$ 310,490,320
FY 2002-03 Adopted Budget	$ 399,029,048	$ 399,029,048

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Health Care Delivery System (Continued)





Health Care Delivery System (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
900 HEALTH CARE DELIVERY SYSTEM

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ENTERPRISE	150,131,041	242,138,880	6,759,127	399,029,048	398,331,106
SUB-TOTAL	$ 150,131,041	$ 242,138,880	$ 6,759,127	$ 399,029,048	$ 398,331,106
TOTAL FUNDS	$ 150,131,041	$ 242,138,880	$ 6,759,127	$ 399,029,048	$ 398,331,106

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

900 HEALTH CARE DELIVERY SYSTEM

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	635,506	9,897,659	6,195,413	5,224,690	3,784,279	3,784,279	(2,411,134)	-39%
620 OTHER INTERGOVERNMENTAL	7,454,321	-	45,895,500	45,895,500	45,895,500	105,963,200	60,067,700	131%
635 OTHER CHARGES FOR SERVICES	16,384,800	-	-	-	-	-	-	
638 PATIENT SERVICE REVENUE	181,099,075	222,209,723	225,911,969	213,474,720	248,306,482	247,358,511	21,446,542	9%
645 INTEREST EARNINGS	-	431,700	431,700	245,173	-	-	(431,700)	-100%
650 MISCELLANEOUS REVENUE	14,825,534	1,936,058	1,945,300	1,883,170	2,412,026	2,412,026	466,726	24%
651 GAIN ON FIXED ASSETS	-	9,242	-	-	-	-	-	
680 TRANSFERS IN	44,269,451	34,521,200	34,521,200	68,868,969	38,813,090	38,813,090	4,291,890	12%
Total Revenue	$ 264,668,687	$ 269,005,582	$ 314,901,082	$ 335,592,222	$ 339,211,377	$ 398,331,106	$ 83,430,024	26%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 116,013,296	$ 97,214,294	$ 97,583,097	$ 102,277,877	$ 117,454,342	$ 117,454,342	$ (19,871,245)	-20%
710 OVERTIME	28,798	5,668,875	5,668,881	7,280,885	6,941,142	6,941,142	(1,272,261)	-22%
750 FRINGE BENEFITS	875,266	19,932,692	20,001,914	20,809,113	25,595,575	25,595,575	(5,593,661)	-28%
790 OTHER PERSONNEL SERVICES	-	5,328,984	5,350,098	3,398,210	2,606,566	3,211,792	2,138,306	40%
795 PERSONNEL SERVICES ALLOC OUT	-	-	(34,427)	(8,445)	(3,071,810)	(3,071,810)	3,037,383	8823%
796 PERSONNEL SERVICES ALLOC IN	2,561	-	-	-	-	-	-	
SubTotal	$ 116,919,921	$ 128,144,845	$ 128,569,563	$ 133,757,640	$ 149,525,815	$ 150,131,041	$ (21,561,478)	-17%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 37,781,195	$ 5,324,885	$ 5,405,063	$ 6,158,512	$ 6,088,258	7,898,999	(2,493,936)	-46%
802 MEDICAL SUPPLIES	24,736,526	40,840,839	41,059,343	39,071,749	47,685,107	47,685,107	(6,625,764)	-16%
803 FUEL	48,175	43,472	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	-	-	-	266,633	-	144,260	(144,260)	
810 LEGAL SERVICES	-	-	-	52,000	-	-	-	
811 HEALTH CARE SERVICES	-	35,094,722	44,246,380	35,324,402	43,225,394	43,225,394	1,020,986	2%
812 OTHER SERVICES	37,817,664	14,238,254	13,888,451	17,141,993	11,225,719	11,483,689	2,404,762	17%
820 RENT & OPERATING LEASES	2,074,305	2,218,739	2,184,947	2,175,155	2,194,705	2,194,705	(9,758)	0%
825 REPAIRS AND MAINTENANCE	3,033,209	3,258,461	2,845,885	3,438,577	3,842,772	3,842,772	(996,887)	-35%
830 INTERGOVERNMENTAL PAYMENTS	-	11,259	11,259	21,950	16,867	16,867	(5,608)	-50%
839 INTERNAL SERVICE CHARGES	6,799,881	5,409,689	5,453,161	5,733,827	7,180,900	7,180,900	(1,727,739)	-32%
842 TRAVEL & EDUCATION	4,136	736,488	694,467	574,429	607,127	607,127	87,340	13%
843 POSTAGE/FREIGHT/SHIPPING	-	897,774	298,724	461,299	509,547	509,547	(210,823)	-71%
845 SUPPORT AND CARE OF PERSONS	-	-	599,050	601,190	584,592	617,592	(18,542)	-3%
850 UTILITIES	4,073,805	5,398,222	5,398,222	4,642,870	5,207,025	5,207,025	191,197	4%
855 INTEREST EXPENSE	-	-	3,651,072	4,697,045	6,659,751	8,300,201	(4,649,129)	-127%
865 DEPRECIATION	-	-	10,945,190	-	14,629,369	-	10,945,190	100%
880 TRANSFERS OUT	35,817,373	1,696,252	47,591,752	47,591,752	47,359,395	103,224,695	(55,632,943)	-117%
SubTotal	$ 152,186,269	$ 115,169,056	$ 184,272,966	$ 167,953,383	$ 197,016,528	$ 242,138,880	$ (57,865,914)	-31%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	2,205	19,982,056	-	1,409,642	-	3,994,200	(3,994,200)	
920 CAPITAL EQUIPMENT	-	-	-	5,405,487	-	2,729,927	(2,729,927)	
930 VEHICLES & CONSTRUCTION EQUIP	4,549	-	-	521,116	-	35,000	(35,000)	
950 DEBT SERVICE	6,941,858	5,709,625	2,058,553	1,443,052	1,640,450	-	2,058,553	100%
SubTotal	$ 6,948,612	$ 25,691,681	$ 2,058,553	$ 8,779,297	$ 1,640,450	$ 6,759,127	$ (4,700,574)	-228%
Total Expenditures	$ 276,054,802	$ 269,005,582	$ 314,901,082	$ 310,490,320	$ 348,182,793	$ 399,029,048	$ (84,127,966)	-27%
Operating Balance (Rev. - Exp.)	$ (11,386,115)	$ -	$ -	$ 25,101,902	$ (8,971,416)	$ (697,942)	$ (697,942)	

Health Care Delivery System (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 900 HEALTH CARE DELIVERY SYSTEM	
WORKING TITLE	FTE
ACCOUNT CLERK	5.0
ACCOUNTANT	3.0
ACCOUNTING CLERK FINAN	1.0
ACCOUNTS REC. MGR	1.0
ADMIN COORDINATOR	15.0
ADMIN COORDINATOR SUPER	11.9
ADMINISTRATIVE ASSISTANT	56.8
ADMINISTRATOR	6.0
AIP ACCOUNT REC/BILLING	1.0
ALTCS CASE MGMT COORD.	6.0
AMBULATORY ADMINISTRATOR	1.0
ANCILLARY TESTING COORD.	1.0
ANESTHESIA TECHNICIAN	2.0
APPEALS SUPERVISOR	1.0
ASST. PROGRAM COORDINATOR	1.0
ATT CARE DATA ENTRY SPEC.	1.0
ATTENDANT GRAL FULL TIME	5.0
AUDIOVISUAL SPECIALIST	1.0
BILLER	12.0
BIOMED TECH	4.5
BURN OUTREACH COORDINATOR	1.0
BURN REGISTRAR	1.0
BURN TECH	13.8
BURN TECH CERTIFIED	8.7
BUSINESS OFFICE DIRECTOR	1.0
BUSINESS OFFICE MANAGER	2.0
BUSINESS SYSTEMS COORD	2.0
BUYER	5.0
CAFETERIA SERVICE WORKER	8.5
CALL CENTER REP.	1.0
CARDIOVASCULAR TECH	1.4
CARE TECHNICIAN	10.8
CASH POSTER	7.0
CASHIER	2.0
CAT LAB/SPECIAL PROC.TECH	3.0
CENTRAL STERILE SUPV	1.0
CENTRAL STERILE TECH	10.8
CENTRAL TRANSPORT SUPER	1.0
CHARGE ENTRY CLERK	9.0
CHC MANAGER	1.0
CHIEF COMPLIANCE OFFICER	1.0
CHILD LIFE ASSISTANT	2.1
CHILD LIFE SPECIALIST	1.0
CLERK	73.0
CLIENT CARE SUPERVISOR	11.0
CLINICAL EDUCATOR	5.0
CLINICAL PHARMACIST	2.6
CLINICAL PHARMACIST COORD	1.0
CLINICAL RN RESEARCH COOR	1.0
CLINICAL TEAM LEADER	2.0
CODER LIAISON	2.0
COLLECTOR	17.0
COMMUNICATIONS ASSISTANT	2.0
COMMUNICATIONS MANAGER	1.0
COMMUNICATIONS TECH SPEC	1.0
COMMUNITY HEALTH ADVISOR	3.0
COMMUNITY MEMBER REP	13.0
COMPUTER OPERATOR	4.0
CONTRACT SPECIALIST	8.0
COOK	11.0

Health Care Delivery System (Continued)

WORKING TITLE	FTE
COUNSELOR	23.4
CREDENTIALING SPECIALIST	3.0
CREDIT/COLLECTIONS MGR.	2.0
CT TECH	8.9
CT TECH POOL	0.9
CT - MRI TECH SUPERVISOR	1.0
CUSTOMER SVCE REP	9.0
CYTOTECHNOLOGIST	2.3
DATA MANAGEMENT COORD	2.0
DATA QUALITY ANALYST	2.0
DELIVERY DRIVER-PHARMACY	2.0
DENTAL ASSISTANT	9.2
DENTAL ASSISTANT CERTIFIE	13.6
DENTIST	12.2
DEPT ADMIN ASSISTANT	6.0
DIABETIC EDUCATOR	2.0
DIETETIC TECH	5.1
DIR CARDIAC PROD. LINE/ED	1.0
DIR OF DENISTRY	1.0
DIR OF MEDICAL STAFF SERV	1.0
DIR OF PHARMACY	1.0
DIR OF RADIOLOGY	1.0
DIR. CLINICAL SVCS	1.0
DIR. HEALTH ACADEMY PROGR	1.0
DIR. MEDICAL RECORDS	1.0
DIR. UTILIZATION MGMT	1.0
DIR., AMB BUS OPERATIONS	1.0
DIR., AMBULATORY BILLING	2.0
DIR., CLINICAL LAB	1.0
DIR., COMPENSATION & EMPL	1.0
DIR., FACILITIES	1.0
DIR., HOME CARE SVCS	1.0
DIR., MATERIALS MGMT	1.0
DIR., MEDICAL ELIGIBILITY	1.0
DIR., NURSING	1.0
DIR., PERIOPERATIVE SVCS	1.0
DIR., PSYCHIATRIC SVCS.	1.0
DRIVER-ATTENDANT	21.7
DUPLICATING SVCS SPEC	1.0
ECHO TECHNICIAN	2.0
EDUCATION COORDINATOR	1.0
EDUCATION MANAGER	1.0
EKG TECHNICIAN	1.0
EKG TECHNICIAN SUPER	1.0
ELECTRICIAN	3.0
EMPLOYEE PROCESSING SPEC	1.0
EMPLOYMENT COORDINATOR	1.0
ENVIRON SVCS DIRECTOR	1.0
ENVIRON SVCS MANAGER	1.0
ENVIRON SVCS SUPERVISOR	2.0
EVS ASSOCIATE	105.3
EVS PERIOPERATIVE ASSOC	3.8
EVS PROJECT ASSOCIATE	1.0
EXECUTIVE ASST TO V.P.,	1.0
EXERCISE PHYSIOLOGIST	1.0
FACILITIES JCAHO COORD.	1.0
FACILITIES OFFICE COORD	1.0
FHC MANAGER	3.0
FISCAL COORDINATOR	4.0
FOOD SERVICE SUPERVISOR	4.0
FOOD SERVICE WORKER	23.4
FOUNDATION FUND RAISER	1.0
GENERAL MAINT. WORKER	20.0
HEALTH UNIT COORDINATOR	64.3
HISTOTECH	1.1
HOSPITAL SECURITY SUPV	2.0
HOSPITAL SERVICES SUPERV	1.0

Health Care Delivery System (Continued)

WORKING TITLE	FTE
HVAC TECHNICIAN	4.0
INDIAN HEALTH LIAISON	1.0
INTERIOR DESIGNER	1.0
INTERPRETER	11.4
INTERPRETER/TRANSLATOR	1.0
INVENTORY CONTROL SUPERV	1.0
IRB COORDINATOR	1.0
LAB ASSIST/PHLEBOTOMIST	37.6
LAB TECH-ASCP	1.0
LAB. ASSISTANT	1.0
LACTATION CONSULTANT	2.0
LACTATION CONSULTANT EDUC	1.0
LANDSCAPE WORKER	1.0
LAUNDRY CUSTODIAL WKR	1.0
LAUNDRY SUPERVISOR	1.0
LAUNDRY WORKER	16.8
LAUNDRY WORKER LEAD	1.0
LEAD FOOD SERVICE WORKER	1.5
LEAD SWITCHBOARD OPER	1.0
LIBRARY ASSISTANT	1.0
LIBRARY MANAGER/WEBMASTER	1.0
LICENSED PRACTICAL NURSE	59.5
LIC. PRAC. NURSE INTERN	1.7
LIENS & LEGAL CLERK	1.0
LIS COORDINATOR	1.0
LIS MANAGER	1.0
LPN ASSISTANT MGR.	1.0
LTC ATTENDANT (F)	482.5
LTC ATTENDANT (G)	360.9
MAINTENANCE & PLANT SUPER	1.0
MAMMOGRAPHY TECH	1.0
MANAGEMENT ANALYST	1.0
MARKETING COMM COORD	1.0
MATERIALS HANDLNG SPEC	9.0
MATERIALS/PRODUCTION SUPV	2.0
MEDICAL ASSISTANT	69.4
MEDICAL DIRECTOR	1.0
MEDICAL DRIVER SUPERVISOR	3.0
MEDICAL OFFICE RECEP.	6.5
MEDICAL RECORDS CLERK	64.1
MEDICAL RECORDS CLERK EDM	1.0
MEDICAL RECORDS CLERK ROI	3.0
MEDICAL RECORDS CODER	10.2
MEDICAL RECORDS CODER SUP	1.0
MEDICAL RECORDS MANAGER	1.0
MEDICAL RECORDS SUPV	3.0
MEDICAL STAFF ASSISTANT	2.0
MEMBERSHIP DEVELOP COORD	1.0
MGR., EMPLOYEE RELATIONS	1.0
MGR., REHAB OPERATIONS	1.0
MGR., TRAUMA PROGRAM	1.0
MKTG & PUBLIC REL DIR	1.0
MRI TECHNICIAN	3.1
NEONATAL NURSE PRACTITION	6.5
NEUROLOGY TECH (EEG)	2.0
NEUROPHYSIOLOGY SUPER	1.0
NICU DEVELOPMENT COORD	1.0
NUCLEAR MED TECH	3.0
NUCLEAR MED TECH SUPERV	1.0
NURSE ANESTHESTIST	3.0
NURSE ASSISTANT MANAGER	30.9
NURSE AUDITOR	1.0
NURSE EXTERN	3.6
NURSE MANAGER	119.9
NURSE PRACTITIONER	2.5
NURSE PROGRAM COORDINATOR	1.0

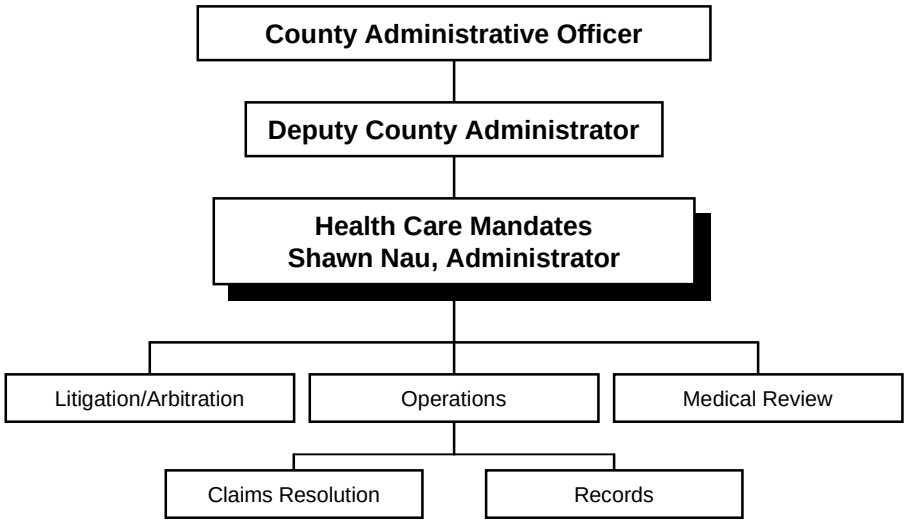
Health Care Delivery System (Continued)

WORKING TITLE	FTE
NURSE RECRUITER	1.0
NURSING RESOURCE COORD	1.0
NURSING SPECIALITY TECH	43.8
NURSING SUPERVISOR	4.8
OB TECH	2.4
OCCUPATIONAL THERAPIST	3.1
OFFICE SUPERVISOR	2.8
OPERATIONS ASSISTANT	2.0
OR ORTHOPEDIC COORD	1.0
OR TECH	1.0
ORTHO TECH	1.0
OUTPATIENT PHARMACY MGR	1.0
PACS SYSTEM ADMINISTRATOR	1.0
PATHOLOGIST'S ASSISTANT	1.0
PATHOLOGY SUPPORT CLERK	1.0
PATIENT CARE ASSISTANT	42.1
PATIENT EDUCATION COORD	2.0
PATIENT QUALITY COMP SUPV	0.8
PATIENT TRANSP MGR	1.0
PATIENTS ADVOCATE	2.0
PAYROLL COORDINATOR/CLERK	1.0
PCON SPECIALIST	1.0
PEDIATRIC DENTAL SPCLST	1.0
PERIOPERATIVE MTRLS MGR.	1.0
PHARM TECH ASST	1.0
PHARMACIST	36.2
PHARMACIST SUPERVISOR	1.0
PHARMACY ADMIN MANAGER	1.0
PHARMACY PRAC. RESIDENT	1.0
PHARMACY SERVICES MANAGER	1.0
PHARMACY TECH	28.2
PHARMACY TECH CERTIFIED	15.8
PHYSICAL THERAPIST	4.1
PHYSICAL THERAPIST AIDE	2.9
PHYSICIAN BILLING COORD	3.0
PHYS/OCCUPA THERAPIST	1.0
PREADMISION NURSE SPEC	1.0
PRE-NATAL EDUCATOR	0.4
PROG & NETWORK DEVEL DIR	1.0
PROGRAM COORDINATOR	2.0
PSYCH TECH	49.0
PUBLIC RELATIONS COORD	1.0
PULMONARY FUNCTION TECH	1.0
QUALITY ASSURANCE ANALYST	5.0
RAD PRACTICAL TECH	4.3
RAD TECH SUPERVISOR	2.0
RADIOLOGIC TECHNOLOGIST	20.7
RADIOLOGY IT MGR.	1.0
RADIOLOGY SCHEDULER	3.6
RADIOLOGY TECH ASST	0.8
RADIOLOGY TECH LEAD	5.0
RADIOLOGY TECHNOLOGIST	0.1
RECEPTIONIST/CLERK	3.0
RECREATION THERAPIST	1.0
REGISTERED DIETICIAN	5.2
REGISTERED NURSE	429.6
REGISTERED NURSE INTERN	1.8
REGISTRATION CLERK	1.0
RESEARCH ASSISTANT	2.0
RESEARCH & DEV. MANAGER	1.0
RESIDENT	193.1
RESIDENT PROG. COORDINATO	1.0
RESP TECHNICIAN	6.0
RESP THERAPIST	17.8
RESP THERAPIST SUPV	3.0
RESP THRPY EQMT OPERATOR	0.8

Health Care Delivery System (Continued)

WORKING TITLE	FTE
RESPIRATORY CLINICAL SPEC	2.9
RIS SPECIALIST/EDUCATOR	1.0
RN COORD./CASE MANAGER	1.0
RN RESEARCH COORDINATOR	0.8
SECURITY DIRECTOR	1.0
SECURITY OFFICER	28.5
SENIOR TELECOM TECHNICIAN	1.0
SERVICE WORKER	3.0
SEWING MACHINE OPERATOR	0.6
SITTER	0.2
SOCIAL WORKER	18.2
SPEECH PATHOLOGIST	1.1
SR. HRIS/COMP ANALYST	1.0
STAFFING COORD	3.0
STAFFING OFFICE CLERK	3.9
STATIONARY ENGINEER	5.0
SUPV., BIOMED	1.0
SWITCHBOARD OPERATOR	7.2
SYSTEMS & DATA ANALYST	1.0
TECHNOLOGIST	44.2
TECHNOLOGIST SUPERVISOR	5.0
TRAINING/CLIENT CARE LEAD	1.0
TRANSCRIPTION SUPERVISOR	1.0
TRANSCRIPTIONIST	15.6
TRANSCRIPTIONIST SUPP CLK	2.0
TRANSPORTER	12.8
TRAUMA REGISTRAR	2.0
TUMOR REGISTRAR	1.0
ULTRASOUND TECH	9.1
UROLOGY SPECIALTY TECH	1.0
UTILIZATION MGMT COORD	12.5
UTILIZATION MGMT MANAGER	1.0
VASCULAR TECH	1.8
VP., FAC SUPP/PSYCH SVCS.	1.0
VP., HUMAN RESOURCES	1.0
WAREHOUSE SUPERVISOR	1.0
TOTAL	**3,326.0**

Health Care Mandates



Mission

The mission of the Health Care Mandates Department is to provide indigent and inmate health-related risk management services for Maricopa County Administration so they can control and reduce health care financial liability.

Goals

- By January 1, 2007, reduce average annual litigation judgments/settlements rate by 7% over the 1998 rate.
- By January 1, 2007, increase amounts written off by providers in the claims resolution process by 20% of full-billed charges while experiencing no percentage increase in payments.
- By June 30, 2004, reduce average turn-around time of all Correctional Health Services claims processing to within 70 days of submission while ensuring no percentage increase in re-submissions caused by Health Care Mandates Department errors in processing.
- By December 31, 2002, improve overall department employee satisfaction score by 10 basis points over FY01 score and maintain the improved score each year for the next three years thereafter.
- By July 1, 2002, identify claims paid by Maricopa County to healthcare providers from which Maricopa County's responsibility has now been relieved; and by June 30, 2007, recover at least 75% of those expenditures.
- By January 2003, implement litigation support systems that enable the sharing of information between internal and external customers, the tracking of physical case files, and the timely access to scanned images of critical documents.
- By January 2003, implement a system that will expedite the identification of prior authorization numbers on correctional health claims to facilitate timely provider payment.

Issues

- Unresolved legal issues and their impact on pending litigation and claims resolution matters may increase the volume of activity and will require the Health Care Mandates Department to continuously reassess and adapt its focus and procedures in order to ensure that the County's financial exposure is minimized.

Health Care Mandates (Continued)

- The significant financial implications associated with both past and future indigent healthcare claims create a politically volatile environment that challenges the Health Care Mandates Department's capacity to communicate, influence, and sustain effective working relationships with outside attorneys, the State legislature, media, and other State and County officials.
- An economic downturn during a time of on-going population growth may result in an increase in correctional health claims as unemployment and crime rates escalate requiring Healthcare Mandates to intensify its risk management role to minimize financial obligations and to support Maricopa County's need to reduce expenditures.
- A work environment with unpredictable demands, shifting priorities, and whose ultimate goal is to conclude all outstanding indigent health care responsibilities as efficiently and effectively as possible, challenges the Heath Care Mandates Department's capacity to retain, develop and motivate its employees.
- Maricopa County has paid for medical claims for which other sources subsequently became responsible, thus allowing the opportunity for the county to recover claims payments previously made.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
HEALTH CARE MANDATES
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ANCILLARY FD CLAIMS PROCESSING	$ -	$ 4,000,000	$ -	$ 4,000,000	$ -
UNALLOCATED/INDIRECT COSTS	1,413,286	342,335,024	-	343,748,310	101,813,648
Total	$ 1,413,286	$ 346,335,024	$ -	$ 347,748,310	$ 101,813,648

Key Performance Measures

Program Name: Ancillary Fund Administration

Program Purpose: The purpose of the Ancillary Fund Administration Program is to authorize payment for Maricopa County Administration of funds allocated for specialized inmate and/or indigent health services and support related litigation efforts so they can ensure accurate and proper distribution of funds.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of full billed charges paid in ancillary fund claims processing activity	N/A	N/A	19.59	19

Program Name: Pre-AHCCCS Liability Management

Program Purpose: The purpose of the Pre-AHCCCS Liability Management Program is to provide claims processing, disputed claims resolution and litigation support for Maricopa County Administration so they can manage and limit their pre-AHCCCS financial liability.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of full billed charges paid in claims resolution activity	N/A	N/A	N/A	5
Percent of full billed charges paid in litigation activity	N/A	N/A	N/A	5

Health Care Mandates (Continued)

Program Name: State Withholdings & Contract Management

Program Purpose: The purpose of the State Withholdings and Contract Management Program is to provide financial management and oversight for County Administration of funds that are paid to, or withheld by, the State and/or the Maricopa Integrated Health System so they can ensure accurate and proper distribution of funds to indigent health programs.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of state withholdings authorized	N/A	N/A	100	100
Percent increase in payments authorized over previous fiscal year in state mental health programs activity	N/A	N/A	17.1	-5.2
Percent of Cambio incentive objectives achieved	N/A	N/A	0	0
Percent invoiced amounts authorized by Cambio in Maricopa Integrated Health System Contract Administration Activity	N/A	N/A	99	100

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 261,580,780	$ -	$ 261,580,780
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 211,706,179	$ 1,500,000	$ 213,206,179
FY 2001-02 Estimate	$ 264,038,401	$ 1,500,000	$ 265,538,401
FY 2002-03 Adopted Budget	$ 345,248,310	$ 2,500,000	$ 347,748,310

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 245,972,368	$ -	$ 245,972,368
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 206,185,022	$ 1,500,000	$ 207,685,022
FY 2001-02 Estimate	$ 219,674,346	$ 1,500,000	$ 221,174,346
FY 2002-03 Adopted Budget	$ 328,391,672	$ 2,500,000	$ 330,891,672

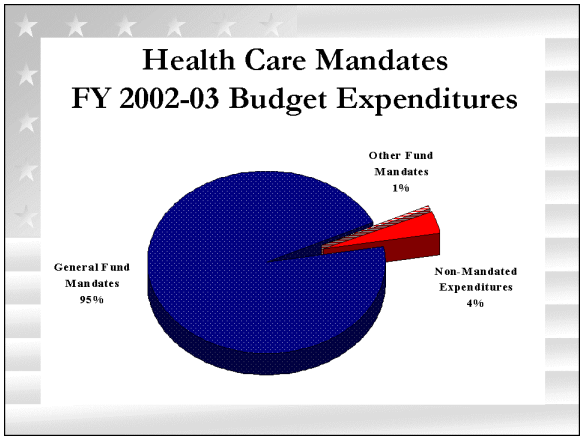
Total Administrative Mandates	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ 3,716,338	$ -	$ 3,716,338

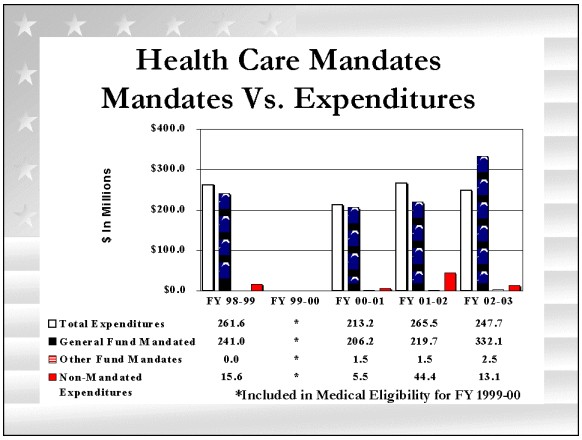
Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 15,608,412	$ -	$ 15,608,412
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 5,521,157	$ -	$ 5,521,157
FY 2001-02 Estimate	$ 44,364,055	$ -	$ 44,364,055
FY 2002-03 Adopted Budget	$ 13,140,300	$ -	$ 13,140,300

*Included in Medical Eligibility for FY 1999-00.

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Health Care Mandates (Continued)





Mandate Information

TITLE	AHCCCS Acute Care Contribution
AUTHORITY	A.R.S. § 11-297 Tax levy for Medical Care; System Fund
HISTORY/ BACKGROUND	Before 1981, the State of Arizona did not participate in the Federal Medicaid program. The State Legislature created the Arizona Health Care Cost Containment System (AHCCCS), a Medicaid program which would bring Federal dollars to the State, in response to escalating costs for indigent health care. The State agency, AHCCCS, administers the program, which is organized as a managed care, capitated system.
MANDATE DESCRIPTION	Maricopa County is required to contribute financial support to the State AHCCCS program to satisfy the Federal Medicaid matching requirement. The level of funding is set by the State Legislature. The total amount for the County contribution for the Acute Care "State match" is established in the State Health Omnibus Bill each year as part of budget negotiations.

AHCCCS Acute Care Contribution	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 38,659,237	$ -	$ 38,659,237
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 38,659,236	$ -	$ 38,659,236
FY 2001-02 Estimate	$ 42,600,659	$ -	$ 42,600,659
FY 2002-03 Adopted Budget	$ 45,996,212	$ -	$ 45,996,212

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

TITLE	Pre-AHCCCS Medical Claims Expense
AUTHORITY	A.R.S. § 22-291 Counties Have Responsibility For Care of Indigent Sick
HISTORY/ BACKGROUND	Arizona Counties are responsible for the medical care of indigents. Although the creation of AHCCCS diverted much of that responsibility, the County has residual responsibility for emergent services to indigents during the window between the time such services begin until 48 hours prior to the time AHCCCS is notified of eligibility.
MANDATE DESCRIPTION	AHCCCS will assume responsibility for emergent services for eligible enrollees for a period up to 48 hours prior to County notification of eligibility. Services rendered before the restrictive period are the responsibility of the County.

Pre-AHCCCS Outside Hospital Settlements	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 3,000,000	$ -	$ 3,000,000
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 3,811,269	$ -	$ 3,811,269
FY 2001-02 Estimate	$ 3,335,124	$ -	$ 3,335,124
FY 2002-03 Adopted Budget	$ 23,700,000	$ -	$ 23,700,000

*Included in Medical Eligibility for FY 1999-00.

TITLE	Arizona Long Term Care System Contribution
AUTHORITY	A.R.S. §11-297 Tax Levy for Medical Care; System Fund
HISTORY/ BACKGROUND	The Arizona Long term Care System (ALTCS) is the long-term care program of the State of Arizona's Medicaid program, which began in 1989 and operates as a capitated, managed care system. The State agency, AHCCCS, administers the ALTCS program. The Arizona counties are responsible for paying nearly the entire Federal match requirement. County contributions are set annually by the State Legislature.
MANDATE DESCRIPTION	Maricopa County is required to contribute financial support to the State long-term care program, as set forth by the State Legislature, based on the Federal match required for the program.

Arizona Long Term Care System Contribution (ALTCS)	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 92,812,208	$ -	$ 92,812,208
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 91,784,692	$ -	$ 91,784,692
FY 2001-02 Estimate	$ 93,267,149	$ -	$ 93,267,149
FY 2002-03 Adopted Budget	$ 114,845,600	$ -	$ 114,845,600

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

TITLE	General Mental Health
AUTHORITY	A.R.S. § 11-0291.01 Eligibility standards for indigent health services
HISTORY/ BACKGROUND	Prior to the creation of AHCCCS, counties were providing behavioral health services to indigents who did not meet the criteria of being seriously mentally ill.
MANDATE DESCRIPTION	Counties are required by State law to maintain the same level of behavioral health services for indigents that were in place prior to the 1981 inception of the AHCCCS program. Maricopa County includes general mental services for the non-SMI population in it's Intergovernmental Agreement (IGA) with the Arizona Department of Health Services (ADHS).

General Mental Health	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 4,856,576	$ -	$ 4,856,576
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 4,856,580	$ -	$ 4,856,580
FY 2001-02 Estimate	$ 4,451,863	$ -	$ 4,451,863
FY 2002-03 Adopted Budget	$ 5,099,404	$ -	$ 5,099,404

*Included in Medical Eligibility for FY 1999-00.

TITLE	Indigent Seriously Mentally Ill Behavioral Health Services
AUTHORITY	1989 Arizona Supreme Court Ruling, Arnold v. Sarn
HISTORY/ BACKGROUND	In 1989, in the Arizona Supreme Court case Arnold v. Sarn, the Court granted class action status to indigent seriously mentally ill (SMI) persons and ruled that both the state and Maricopa County had failed to provide adequate services and funding for Maricopa County's SMI population. As part of the ruling Maricopa County was made responsible to pay for court monitoring.
MANDATE DESCRIPTION	Maricopa County must contribute funding to Arizona Department of Health Services via an Intergovernmental Agreement (IGA). The funding formula for this agreement is based on 1994 service related expenditures, adjusted annually based on index tied to various factors within the Consumer Price Index.

Indigent Seriously Mentally Ill Behavioral Health Services	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 23,963,397	$ -	$ 23,963,397
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 24,366,689	$ -	$ 24,366,689
FY 2001-02 Estimate	$ 23,412,669	$ -	$ 23,412,669
FY 2002-03 Adopted Budget	$ 27,230,000	$ -	$ 27,230,000

*Included in Medical Eligibility for FY 1999-00.

TITLE	Long Term Care Residual Population
AUTHORITY	A.R.S. 11-293 County Long Term Care Services; A.R.S. § 11-293.01 County Adult Foster Care Program
HISTORY/ BACKGROUND	Before the inception of ALTCS in 1989, the County provided long term care services to the elderly indigent population.
MANDATE DESCRIPTION	The County has residual responsibility to provide long term care services to clients who met County indigent standards at the time the ALTCS program, with it's eligibility standards, was adopted, but who did not meet ALTCS standards.

Long Term Care Residual Population	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 3,775,087	$ -	$ 3,775,087
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 388,738	$ -	$ 388,738
FY 2001-02 Estimate	$ 204,118	$ -	$ 204,118
FY 2002-03 Adopted Budget	$ 180,293	$ -	$ 180,293

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

Sail Grant	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 686,463	$ -	$ 686,463
FY 2002-03 Adopted Budget	$ 686,463	$ -	$ 686,463

*Included in Medical Eligibility for FY 1999-00.

TITLE: Arnold v. Sarn IGA/Court Order Litigation Costs

AUTHORITY: 1989 Arizona Supreme Court Ruling, Arnold v. Sarn

HISTORY/ BACKGROUND: In 1989, in the Arizona Court case Arnold v. Sarn, the Court granted class action status to indigent seriously mentally ill (SMI) persons and ruled that both the State and County had failed to provide adequate services and funding for Maricopa County's SMI population. The Court ordered the establishment of a Court Monitor to oversee compliance with the Court Order. These costs are shared with the State of Arizona. In addition, the Court ordered the state and county defendants to share the legal costs of the Plaintiff's counsel.

MANDATE DESCRIPTION: Maricopa County is responsible for paying one-fourth of the Plaintiff's fees and one-third of the Court Monitor's budget. In addition, the County pays outside counsel legal fees associated with the Arnold v. Sarn defense.

Arnold v. Sarn IGA Court Order Litigation Costs	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 250,000	$ -	$ 250,000
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 2,013	$ -	$ 2,013
FY 2001-02 Estimate	$ 6,417	$ -	$ 6,417
FY 2002-03 Adopted Budget	$ 75,000	$ -	$ 75,000

*Included in Medical Eligibility for FY 1999-00.

TITLE: Pre-AHCCCS Outside Hospital Settlements

AUTHORITY: Arizona Status §11-297, uncodified sections of SB 1577.

HISTORY/ BACKGROUND: Arizona Counties are responsible for the medical care of indigents. Although the creation of AHCCCS diverted much of that responsibility, the County has residual responsibility for emergent services to indigents during the window between time such services begin until 48-hours prior to the time AHCCCS is notified of eligibility. Payment claims for such services are submitted to the Department of Medical Eligibility. For a variety of reasons, many claims are denied and hospitals file lawsuits against the County contesting these denial decisions. In past years, settlements have been reached between the County and hospitals to resolve these disputes.

MANDATE DESCRIPTION: AHCCCS will assume responsibility for emergent services for eligible enrollees for a period up to 48 hours prior to County notification of eligibility. Services rendered before the restrictive period are the responsibility of the County.

Pre-AHCCCS Outside Hospital Settlements	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 3,000,000	$ -	$ 3,000,000
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 3,811,269	$ -	$ 3,811,269
FY 2001-02 Estimate	$ 3,335,124	$ -	$ 3,335,124
FY 2002-03 Adopted Budget	$ 23,700,000	$ -	$ 23,700,000

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

TITLE	Mental Health Orders; Mental Health Testimony
AUTHORITY	ARS 36-545.04; Maricopa County/ ADHS IGA, paragraph 2.2.1
HISTORY/ BACKGROUND	Under the authority of the Arizona Revised Statutes and the Phoenix City Charter, the City of Phoenix may charge Maricopa County for the cost of service to process mental health detention orders. In addition, as a result of the Arnold v. Sarn Intergovernmental Agreement (IGA) between the Arizona Department of Health Services (Department) and Maricopa County, the County delegated to the Department responsibility for many behavioral health activities related to the involuntary commitment process. However, per the IGA, "To the extent obligated by law, the County shall retain financial responsibility for Court proceeding expenses for commitment actions brought under Title 36, including, but not limited to, the costs of independent evaluators…" Independent evaluators provide mental health testimony in support of petitions for involuntary commitments.
MANDATE DESCRIPTION	Maricopa County must pay for the cost of mental health pickup orders and the cost of mental health testimony independent evaluators.

Mental Health Orders; Mental Health Testimony	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 350,000	$ -	$ 350,000
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 200,004	$ -	$ 200,004
FY 2001-02 Estimate	$ 49,650	$ -	$ 49,650
FY 2002-03 Adopted Budget	$ 270,000	$ -	$ 270,000

*Included in Medical Eligibility for FY 1999-00.

TITLE	Psychiatric Teaching Program
AUTHORITY	1989 Arizona Supreme Court Ruling, Arnold v. Sarn; Court Order; Monitor's decision re: mediation, August 31, 1993.
HISTORY/ BACKGROUND	In 1989, in the Arizona Court case Arnold v. Sarn, the Court granted class action status to indigent seriously mentally ill (SMI) persons and ruled that both the State and County had failed to provide adequate services and funding for Maricopa County's SMI population. In the 1993 Monitor's decision re: mediation, the Court Monitor determined "…that Maricopa shall continue to provide at least the same level of service to class members through the residency program as it provided in FY 1992-1993…"
MANDATE DESCRIPTION	Maricopa County must continue to fund the psychiatric residency program at the same level as provided in FY 1992-1993.

Psychiatric Teaching Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 3,547,901	$ -	$ 3,547,901
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ 3,547,898	$ -	$ 3,547,898
FY 2001-02 Estimate	$ 3,547,899	$ -	$ 3,547,899
FY 2002-03 Adopted Budget	$ 3,547,900	$ -	$ 3,547,900

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

TITLE	Public Health TB Hospitalization
AUTHORITY	A.R.S. § 11-302 provides that Counties shall provide for the care of indigent individuals with tuberculosis.
HISTORY/ BACKGROUND	Based on need and capacity in other facilities, the Public Health Department may refer TB patients to Maricopa Medical Center for care under quarantine. The Health Care Mandates Department reviews and pays for MMC claims under these circumstances.
MANDATE DESCRIPTION	Maricopa County must continue to provide facilities to house indigent TB patients where active medical care or monitoring is needed.

Public Health TB Hospitalization	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 405,840	$ -	$ 405,840
FY 2002-03 Adopted Budget	$ 1,000,000	$ -	$ 1,000,000

*Included in Medical Eligibility for FY 1999-00.

TITLE	Correctional Health Claims
AUTHORITY	A.R.S. § 11-251(8)
HISTORY/ BACKGROUND	Pursuant to A.R.S. § 11-251(8), Counties are authorized to provide for Jails. Where inmates in County jails need emergency medical attention or in-patient care, the County must provide those services. Maricopa Medical Center (MMC) currently provides such services. The Health Care Mandates Department, in conjunction with the Correctional Health Department, reviews the claims and determines the appropriate amount of payment to MMC.
MANDATE DESCRIPTION	Maricopa County must continue to provide medical services to detainees in County jails. Where in-patient services are necessary, MMC provide the most cost-effective source of medical services to the County.

Correctional Health Claims	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ 1,500,000	$ 1,500,000
FY 2001-02 Estimate	$ -	$ 1,500,000	$ 1,500,000
FY 2002-03 Adopted Budget	$ -	$ 2,500,000	$ 2,500,000

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

TITLE	Competency Restoration
AUTHORITY	A.R.S. § 13-4512; A.R.Crim.P 10
HISTORY/ BACKGROUND	State law requires that a criminal defendant must have the mental capacity to provide meaningful assistance to his/her defense counsel before standing trial. If it is determined by the Court that the Defendant does not have the mental capacity to stand trial, he/she must be "restored to competency" before the trial can be commenced. Session law requires that Maricopa County pay 86% of the cost of competency restoration for those defendants that are treated at the Arizona State following a referral from Superior Court. A.R.S. § 13-4512 also requires that Maricopa County must pay an additional per diem in the event that an individual is not transported back to the County jail within certain perimeters.
MANDATE DESCRIPTION	Maricopa County is required to pay 86% of the cost of competency restoration for those defendants that are treated at the Arizona State following a referral from Superior Court. A.R.S. § 13-4512 also requires that Maricopa County must pay an additional per diem in the event that an individual is not transported back to the County jail within certain perimeters.

Compentency Restoration	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 3,350,758	$ -	$ 3,350,758
FY 2002-03 Adopted Budget	$ 4,000,000	$ -	$ 4,000,000

*Included in Medical Eligibility for FY 1999-00.

Health Care Mandates (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
390 HEALTH CARE MANDATES

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,413,286	$ 343,835,024	$ -	$ 345,248,310	$ 101,813,648
SPECIAL REVENUE	-	2,500,000	-	2,500,000	-
SUB-TOTAL	$ 1,413,286	$ 346,335,024	$ -	$ 347,748,310	$ 101,813,648
TOTAL FUNDS	$ 1,413,286	$ 346,335,024	$ -	$ 347,748,310	$ 101,813,648

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

390 HEALTH CARE MANDATES

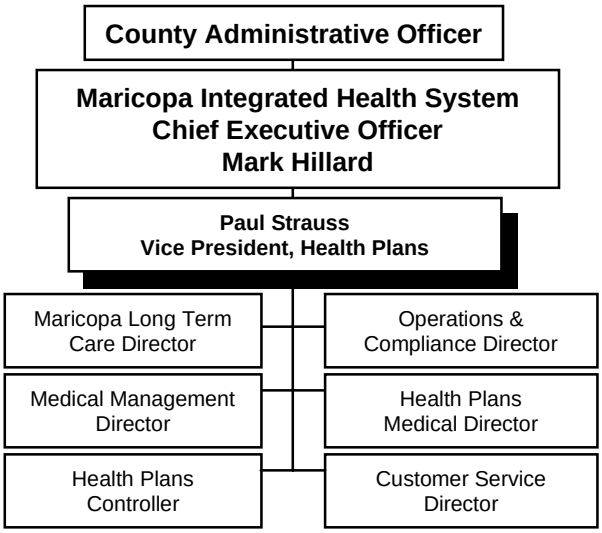
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
638 PATIENT SERVICE REVENUE	101,118	93,044	93,044	64,400	52,848	52,848	(40,196)	-43%
680 TRANSFERS IN	32,755,200	-	45,895,500	45,895,500	45,895,500	101,760,800	55,865,300	122%
Total Revenue	$ 32,856,318	$ 93,044	$ 45,988,544	$ 45,959,900	$ 45,948,348	$ 101,813,648	$ 55,825,104	121%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,059,585	$ 1,900,970	$ 1,582,640	$ 1,531,285	$ 1,377,836	$ 1,166,117	$ 416,523	26%
705 TEMPORARY PAY	118,367	15,000	12,000	9,112	13,462	8,436	3,564	30%
710 OVERTIME	44,503	53,500	43,500	3,680	14,415	3,000	40,500	93%
750 FRINGE BENEFITS	206,605	476,594	369,434	380,817	343,139	289,351	80,083	22%
790 OTHER PERSONNEL SERVICES	-	-	25,147	1,663	147	150,000	(124,853)	-496%
795 PERSONNEL SERVICES ALLOC OUT	-	-	(158,369)	(134,325)	(203,618)	(203,618)	45,249	29%
796 PERSONNEL SERVICES ALLOC IN	17,223	-	66,235	61,765	-	-	66,235	100%
SubTotal	$ 1,446,283	$ 2,446,064	$ 1,940,587	$ 1,853,997	$ 1,545,381	$ 1,413,286	$ 527,301	27%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 66,136	$ 52,906	$ 42,906	$ 33,259	$ 78,448	68,448	(25,542)	-60%
802 MEDICAL SUPPLIES	-	18,096	18,096	13,570	-	-	18,096	100%
810 LEGAL SERVICES	-	18,177,235	11,401,268	3,974,228	9,984,394	18,775,000	(7,373,732)	-65%
811 HEALTH CARE SERVICES	(131,720)	7,857,500	5,607,500	3,480,951	9,096,143	8,720,000	(3,112,500)	-56%
812 OTHER SERVICES	558,914	1,490,128	1,463,207	1,671,177	1,573,196	8,042,135	(6,578,928)	-450%
820 RENT & OPERATING LEASES	3,112	25,000	85,000	18,253	26,047	26,047	58,953	69%
825 REPAIRS AND MAINTENANCE	2,711	5,000	5,000	5,000	7,000	6,000	(1,000)	-20%
830 INTERGOVERNMENTAL PAYMENTS	202,230,387	175,006,443	223,617,910	224,095,433	231,462,311	293,021,477	(69,403,567)	-31%
839 INTERNAL SERVICE CHARGES	49,016	380,939	376,441	286,734	200,605	200,605	175,836	47%
842 TRAVEL & EDUCATION	684	5,058	5,058	454	6,000	2,000	3,058	60%
843 POSTAGE/FREIGHT/SHIPPING	3,472	100,000	75,000	45,000	60,000	30,000	45,000	60%
845 SUPPORT AND CARE OF PERSONS	143,523	270,471	270,471	226,875	68,649	68,649	201,822	75%
850 UTILITIES	296	25,000	8,335	607	-	-	8,335	100%
880 TRANSFERS OUT	7,133,361	18,124,663	18,124,663	29,832,863	17,374,663	17,374,663	750,000	4%
SubTotal	$ 210,059,892	$ 221,538,439	$ 261,100,855	$ 263,684,404	$ 269,937,456	$ 346,335,024	$ (85,234,169)	-33%
CAPITAL OUTLAY								
950 DEBT SERVICE	200,004	-	-	-	-	-	-	
SubTotal	$ 200,004	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 211,706,179	$ 223,984,503	$ 263,041,442	$ 265,538,401	$ 271,482,837	$ 347,748,310	$ (84,706,868)	-32%
Operating Balance (Rev. - Exp.)	$ (178,849,861)	$ (223,891,459)	$ (217,052,898)	$ (219,578,501)	$ (225,534,489)	$ (245,934,662)	$ (28,881,764)	-13%

Health Care Mandates (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 390 HEALTH CARE MANDATES	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT	1.0
ASSISTANT FINANCE CLAIMS ANALYST	1.0
BUDGET ANALYST	1.0
CONSULTANT	2.0
CONTRACT ADMINISTRATOR	1.0
DATA ENTRY ANALYST	3.0
FINANCIAL CLAIMS ANALYST	4.0
FINANCIAL CLAIMS ANALYST LEAD	1.0
FINANCIAL RESEARCH ANALYST	4.0
INFORMATION TECHNOLOGY APPLICATION MGR	1.0
MANAGEMENT ANALYST	1.0
MEDICAL AUDIT REVIEW NURSE	2.0
MEDICAL AUDIT REVIEW NURSE LEAD	1.0
OPERATIONS MANAGER	1.0
PERSONNEL/PAYROLL LIAISON	1.0
PROGRAMMER	1.0
PROVIDER CLAIMS SUPERVISOR	1.0
RECORDS COORDINATOR	3.0
SENIOR DATA ENTRY ANALYST	1.0
SENIOR FINANCIAL RESEARCH ANALYST	2.0
SENIOR RECORDS COORDINATOR	1.0
TOTAL	**34.0**

Health Plans



Mission

The mission of Maricopa Health Plans is to provide quality, customer oriented health care services, medical education and research for patients and health plan members so they can improve their health status in a cost efficient manner.

Goals

- By June 2004, generate sufficient cash flow through revenue development and operational efficiencies to provide MIHS funding required to meet our customers' service needs and avoid subsidy by the County. Achieve a cash balance of $47 million as of June 30, 2004. Achieve improvement in AR days to 75 days or less per industry standards.
- By June 2003, attract and retain qualified employees through improvements in work place environment and maintaining competitive wages and benefits. Maintain an annual voluntary turnover rate less than that experienced by the Arizona Hospital and Health Care Association members. Achieve improvement in employee satisfaction survey results by 5 basis points.
- On an ongoing basis, assess governance options which will serve to support the financial viability of MIHS and offer recommendations to the Board of Supervisors to clarify the structure and role of the health system in meeting the community's health care needs.
- By July 2007, subject to availability of capital funding, implement MIHS master plan capital projects to ensure the provision of appropriate and adequate facilities to meet current and future customer health care needs.
- By June 2005, improve MIHS customer service by providing customer-oriented accessibility, availability and continuity of care as measured by patient satisfaction survey results. Attain and sustain a composite score of 7.25 for each of the following four MIHS business components; Family Health Centers, Emergency Department, Comprehensive Health Center, and Maricopa Medical Center. Reduce Maricopa Health Plan disenrollment rate by 10%.
- On an ongoing basis, continue to secure accreditation/compliance from the Residency Review Committee (RRC), Joint Commission on Accreditation of Healthcare Organizations (JCAHO), and Centers for Medicare and Medicaid Services (CMS).

Health Plans (Continued)

- By June 2005, develop and implement strategies to enroll and retain health plan membership at a profitable margin to meet/exceed composite health plan earnings projections to support the provision of health care programs and services to MIHS customers.
- By June 2005, assess and identify opportunities to improve the financial performance of the delivery system through expense reduction, revenue enhancement, improved cash flow, product line analysis and enhancement of operational efficiency. Achieve a 10% improvement in operating margin by June 30, 2003.

Issues

- Failure to attract and retain qualified and skilled staff will lead to service reduction, higher costs, and customer dissatisfaction.
- Inadequate physical facilities across the health system are compromising our ability to meet the needs and expectations of our current patient, provider and employee base, and will severely limit our ability to attract and retain new patients, providers and employees.
- Changes in health care policy, rapidly rising costs, declining profitability, work force shortages and competitive marketplace forces necessitate reevaluation of our MIHS governance structure and role in providing health care to the community we serve.
- Availability and distribution of information is becoming increasingly important given that more data is being gathered but not necessarily configured as information. Without configured information, the system will be unable to provide care at the lowest cost and greatest outcome.
- Loss of Graduate Medical Education accreditation would result in loss of faculty, increased cost of care, and reduction in funding, resulting in a negative impact on patient care.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
HEALTH PLANS
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
UNALLOCATED/INDIRECT COSTS	$ 18,763,386	$ 407,557,298	$ 3,100,000	$ 429,420,684	$ 431,738,882
Total	$ 18,763,386	$ 407,557,298	$ 3,100,000	$ 429,420,684	$ 431,738,882

Key Performance Measures

Program Name: Health Plan

Program Purpose: The purpose of the Health Plan Program is to provide health management services to members so they can receive health plan benefits in a customer oriented and cost effective manner.

Key Results: None Reported

Health Plans (Continued)

Mandate Consolidated Financial Data

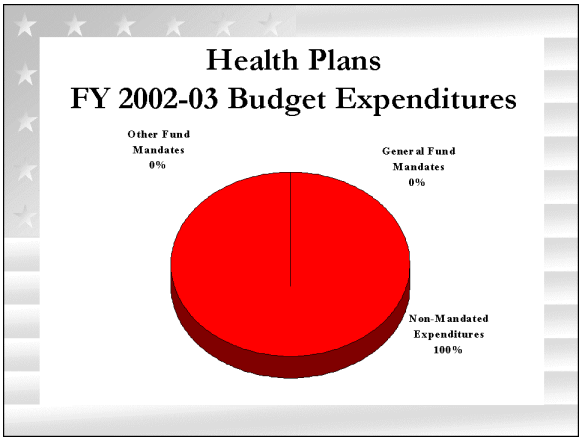
Total Department Expenditures	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ 1,451,900	$ 515,858,060	$ 517,309,960
FY 1999-00 Actuals	$ 1,513,060	$ 353,462,841	$ 354,975,901
FY 2000-01 Actuals	$ 1,587,220	$ 351,037,221	$ 352,624,441
FY 2001-02 Actuals	$ 1,860,224	$ 399,648,196	$ 401,508,420
FY 2002-03 Adopted Budget	$ 1,812,463	$ 427,608,221	$ 429,420,684

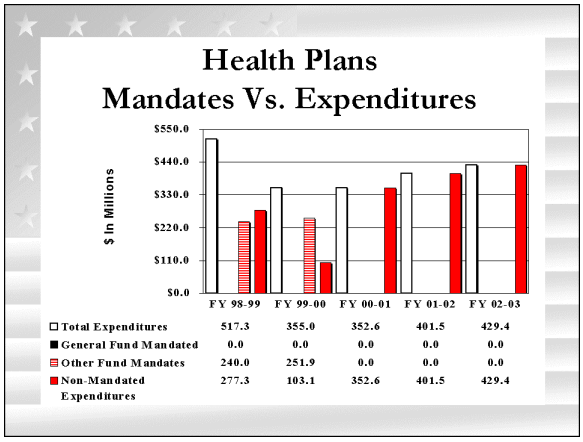
Total Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ -	$ 240,037,363	$ 240,037,363
FY 1999-00 Actuals	$ -	$ 251,899,129	$ 251,899,129
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ -	$ -	$ -

Total Non-Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ 1,451,900	$ 275,820,697	$ 277,272,597
FY 1999-00 Actuals	$ 1,513,060	$ 101,563,712	$ 103,076,772
FY 2000-01 Actuals	$ 1,587,220	$ 351,037,221	$ 352,624,441
FY 2001-02 Actuals	$ 1,860,224	$ 399,648,196	$ 401,508,420
FY 2002-03 Adopted Budget	$ 1,812,463	$ 427,608,221	$ 429,420,684

Arizona Long Term Care System (ALTCS)	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ -	$ 240,037,363	$ 240,037,363
FY 1999-00 Actuals	$ -	$ 251,899,129	$ 251,899,129
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ -	$ -	$ -

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Health Plans (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
600 HEALTH PLANS

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	1,634,189	178,274	-	1,812,463	1,812,463
ENTERPRISE	17,129,197	407,379,024	3,100,000	427,608,221	429,926,419
SUB-TOTAL	$ 18,763,386	$ 407,557,298	$ 3,100,000	$ 429,420,684	$ 431,738,882
TOTAL FUNDS	$ 18,763,386	$ 407,557,298	$ 3,100,000	$ 429,420,684	$ 431,738,882

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

600 HEALTH PLANS

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	-	1,014,600	1,014,600	1,014,600	1,119,215	1,126,000	111,400	11%
620 OTHER INTERGOVERNMENTAL	1,001,916	-	5,266,408	4,221,309	4,364,399	4,364,399	(902,009)	-17%
635 OTHER CHARGES FOR SERVICES	384,793,257	19,955,502	-	-	-	-	-	
638 PATIENT SERVICE REVENUE	6,104,727	373,101,337	387,790,431	406,199,557	419,261,074	419,261,074	31,470,643	8%
645 INTEREST EARNINGS	-	-	8,385,943	6,894,723	4,808,808	4,808,808	(3,577,135)	-43%
650 MISCELLANEOUS REVENUE	10,566,762	8,385,943	-	51,208	-	-	-	
680 TRANSFERS IN	656,500	5,577,413	5,577,413	6,607,049	2,178,601	2,178,601	(3,398,812)	-61%
Total Revenue	$ 403,123,162	$ 408,034,795	$ 408,034,795	$ 424,988,446	$ 431,732,097	$ 431,738,882	$ 23,704,087	6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 23,604,528	$ 12,188,244	$ 14,878,667	$ 15,721,792	$ 12,931,819	$ 13,043,682	$ 1,834,985	12%
705 TEMPORARY PAY	-	-	-	-	(17)	-	-	
710 OVERTIME	-	-	-	16,994	3,389	3,389	(3,389)	
750 FRINGE BENEFITS	90,282	2,601,531	1,263,445	1,483,910	2,825,989	2,857,226	(1,593,781)	-126%
790 OTHER PERSONNEL SERVICES	-	115,547	27,351	-	-	-	27,351	100%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	-	(6,146,706)	(6,289,823)	6,289,823	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	9,148,912	9,148,912	(9,148,912)	
SubTotal	$ 23,694,810	$ 14,905,322	$ 16,169,463	$ 17,222,696	$ 18,763,386	$ 18,763,386	$ (2,593,923)	-16%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 388,467	$ 5,003	$ 802,745	$ 864,416	$ 615,138	615,504	187,241	23%
802 MEDICAL SUPPLIES	352,696,996	-	20,631	1,026,884	680,661	991,170	(970,539)	-4704%
803 FUEL	1,214	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	-	-	4,754,470	4,913,559	5,376,160	5,376,160	(621,690)	-13%
811 HEALTH CARE SERVICES	(143,523)	375,370,468	160,034,140	152,850,986	159,962,684	159,962,684	71,456	0%
812 OTHER SERVICES	830,405	6,616,877	23,997,036	28,193,211	29,778,980	29,468,470	(5,471,434)	-23%
820 RENT & OPERATING LEASES	116,767	852,915	772,989	1,243,702	1,240,296	1,242,600	(469,611)	-61%
825 REPAIRS AND MAINTENANCE	-	-	17,146	8,215	4,680	4,680	12,466	73%
839 INTERNAL SERVICE CHARGES	39,289	620,685	451,507	508,369	475,333	450,564	943	0%
842 TRAVEL & EDUCATION	-	46,860	188,371	227,223	257,732	269,785	(81,414)	-43%
843 POSTAGE/FREIGHT/SHIPPING	-	910	24,661	41,364	26,705	27,305	(2,644)	-11%
845 SUPPORT AND CARE OF PERSONS	(205,507)	-	195,224,105	187,314,464	185,499,208	185,499,208	9,724,897	5%
850 UTILITIES	-	1,231,106	-	1,457	53	-	-	
865 DEPRECIATION	-	41,080	123,754	-	751,650	-	123,754	100%
880 TRANSFERS OUT	15,161,790	22,029,896	22,029,896	45,699,101	23,617,028	23,649,168	(1,619,272)	-7%
SubTotal	$ 368,885,898	$ 406,815,800	$ 408,441,451	$ 422,892,951	$ 408,286,308	$ 407,557,298	$ 884,153	0%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	-	2,921,080	-	942,730	-	3,100,000	(3,100,000)	
950 DEBT SERVICE	43,734	-	-	-	-	-	-	
SubTotal	$ 43,734	$ 2,921,080	$ -	$ 942,730	$ -	$ 3,100,000	$ (3,100,000)	
Total Expenditures	$ 392,624,442	$ 424,642,202	$ 424,610,914	$ 441,058,377	$ 427,049,694	$ 429,420,684	$ (4,809,770)	-1%
Operating Balance (Rev. - Exp.)	$ 10,498,720	$ (16,607,407)	$ (16,576,119)	$ (16,069,931)	$ 4,682,403	$ 2,318,198	$ 18,894,317	114%

Health Plans (Continued)

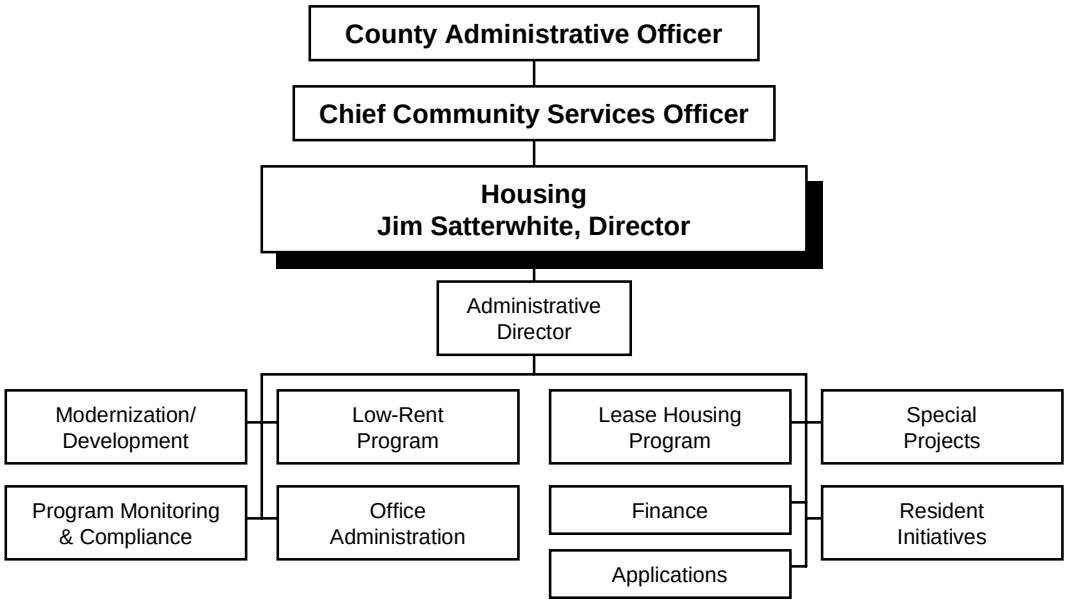
Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 600 HEALTH PLANS	
WORKING TITLE	FTE
ACCOUNT CLERK	0.8
ACCOUNTANT	3.0
ACCOUNTING TECH	0.5
ADMINISTATIVE COORDINATOR	2.0
ADMINISTATIVE COORDINATOR SUPERVISOR	4.0
ADMINISTRATIVE ASSISTANT	21.0
ADMINISTRATIVE COORDINATOR	4.0
ADMINISTRATIVE COORDINATOR SUPERVISOR	2.0
ADMINISTRATOR	4.0
ADMINSTRATIVE COORDINATOR	5.0
ADMINSTRATIVE COORDINATOR SUPERVISOR	2.0
ALTCS BEH HLTH CASE MANAGER	8.0
ALTCS CASE MANAGEMENT MANAGER	11.9
ALTCS CASE MANAGER	121.7
ALTCS COMPLEX C RN CASE MGR	5.0
ASSISTANT CONTROLLER	1.0
AUTHORIZATION COORDINATOR	14.0
BEH HLTH SOCIAL WORKER	2.0
BENEFICIARY SUPPORT MANAGER	1.0
CASE MANAGEMENT COORDINATOR	5.0
CLAIM SPECIALIST	1.0
CLAIMS ANALYST	7.0
CLAIMS CUSTOMER SVC REP	1.0
CLAIMS PROCESSOR	11.4
CLAIMS QA ANALYST	1.0
CLAIMS TRAINER	1.0
CLERK	3.0
COMMUNITY MEMBER REP	1.0
CONTROLLER	1.0
COORDINATION OF BENEFITS SPECIALIST	1.0
COUNSELOR	35.5
CUSTOMER SERVICE REP	3.0
CUSTOMER SERVICE SUPERVISOR	1.0
DATA ANALYST	1.0
DIRECTOR HEALTH PLANS OPERATIONS	1.0
DIRECTOR OF CLAIMS	1.0
DIRECTOR OF MEDICAL MANAGEMENT	1.0
ENROLLMENT SUPERVISOR	1.0
EXECUTIVE SECRETARY	1.0
FINANCIAL ANALYST	1.0
GRIEVANCE COORDINATOR	1.0
MAIL PROCESSOR	1.0
MATERNAL CHILD EPSDT MANAGER	1.0
MEDICAL DIRECTOR	1.0
MEDICAL REVIEW COODINATOR	1.5
MEMBER ENROLLMENT PROCESSOR	4.0
MEMBER SERVICES REP	1.0
MLTCP CASE AIDE	11.0
MLTCP OFFICE COORDINATOR	3.0
NURSE MANAGER	3.0
PATIENTS ADVOCATE	1.0
PHARMACY TECHNICIAN	1.0
PLAN COORDINATOR	1.0
PRIOR AUTHORIZATION NURSE	3.8
PROCESSOR 1	0.5
PROCESSOR 2	1.0
PROGRAM ANALYST	1.0
PROJECT MANAGER	1.0
PROVIDER SERVICES MANAGER	1.0
PROVIDER SERVICES REP	4.0

Health Plans (Continued)

WORKING TITLE	FTE
QUALITY MANAGEMENT COORDINATOR	7.0
REINSURANCE COORDINATOR	1.0
RESEARCH AND RECOVERY ANALYST	3.0
SUPERVISOR	2.0
SWITCHBOARD OPERATOR	5.0
TRADES WORKER	1.0
UTILIZATION MANAGEMENT COORDINATOR	2.0
WOUND RN	1.0
TOTAL	**357.5**

Housing



Mission

The Mission of the Maricopa County Housing Department is to increase the supply of and maintain existing affordable rental housing for low-income households who cannot afford to pay market rents and promote training, educational opportunities and economic self-sufficiency so they can become homeowners.

Goals

- Empower housing residents to make decisions that will improve their economic standing and eventually lead to homeownership.
- By September 2002, achieve a score of 90 or more from Housing and Urban Development (HUD) according to their annual review criteria.
- By January 2004, increase the number of agency managed/owned properties from 827 to 1027 utilizing funding other than from HUD.
- By fiscal year 2004, 95% of residents surveyed express satisfaction with Housing.
- Promote a motivating work environment with a capable and efficient team of employees to operate as a customer friendly and fiscally prudent leader in the affordable housing industry as evidenced by comparison to the overall satisfaction results of the County.
- By December 2003, reduce drug and criminal activity at our properties by 5%.
- Operate all housing programs so that income will exceed expenditures and program reserves.

Issues

- Reduction in reliance upon HUD funding will require us to develop additional affordable housing, maintain current inventory and complete capital improvements using alternative funding sources.
- Neighborhood resistance to affordable housing will create new opportunities to partner with community and other planning groups.

Housing (Continued)

- Recruiting and retaining knowledgeable, competent staff will require keener marketing efforts and a more professional, enriching environment in which to work.
- Partnering with agencies that provide our clients with credit counseling, job training, basic education and budget classes and maintenance skills training for eventual homeownership will decrease client reliance upon the department.
- Explosive growth will demand one-touch, immediate response information systems and take its toll on staffing, morale, and the ability to meet changing environments quickly.
- Availability of reliable computer software system vendors will challenge our ability to meet the ever-changing HUD guidelines and technological advancements to conduct our business electronically.
- Land affordability may limit the success rate of affordable housing development, causing us to seek public lands and legislative changes.
- Needs of the elderly will redirect our focus from independent living to affordable congregate and shared living arrangements.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
HOUSING
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
PROPERTY MANAGEMENT	$ 1,449,855	$ 2,393,661	$ 963,402	$ 4,806,918	$ 4,075,622
RESIDENT INITIATIVES PROGRAM	-	2,187,802	-	2,187,802	3,013,970
VOUCHER PROGRAM	-	1,655,368	-	1,655,368	1,875,000
ADMINISTRATIVE SERVICES PROGRA	241,642	985,394	160,568	1,387,604	227,134
INFORMATION TECHNOLOGY PROGRAM	24,164	-	-	24,164	-
UNALLOCATED/INDIRECT COSTS	700,763	191,528	481,702	1,373,993	2,244,123
Total	$ 2,416,424	$ 7,413,753	$ 1,605,672	$ 11,435,849	$ 11,435,849

Key Performance Measures

Program Name: Bolster Program

Program Purpose: The purpose of the Bolster Program is to respond to the financial, purchasing, technological and administrative needs of housing department staff so that they can get their work completed without delay.

Key Results: None Reported

Program Name: Property Management

Program Purpose: The purpose of the Property Management Program is to maintain and manage publicly owned rental housing for eligible households so that the inventory is 99 percent leased at all times to those in need of rental assistance

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
100% of total housing units developed through alternative funding	0	0	N/A	0
10% of reduction of housing subsidy dependency	0	N/A	N/A	10

Housing (Continued)

Program Name: Resident Initiatives Program

Program Purpose: The purpose of the Resident Initiatives Program is to provide education, training and support services to housing clients so they can eventually move from assisted housing to homeownership.

Key Results: None Reported

Program Name: Voucher Program

Program Purpose: The purpose of the Voucher Program is to achieve and maintain 98 percent lease-up and make timely rental assistance payments to landlords on behalf of eligible households so they can reside in privately owned rental housing of their choice.

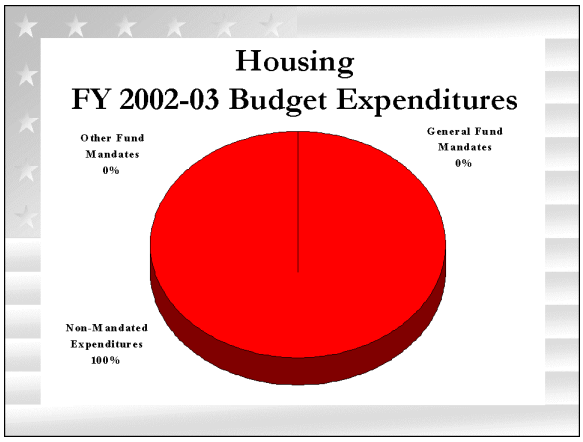
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Contract lease at 80%	N/A	82.33	N/A	95

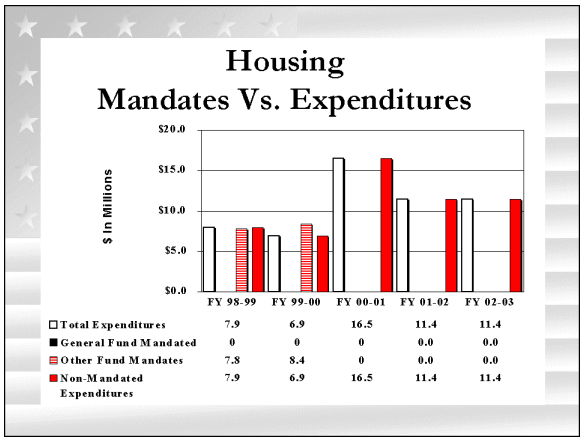
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ 7,878,206	$ 7,878,206
FY 1999-00 Actuals	$ 6,946,806	$ 6,946,806
FY 2000-01 Actuals	$ 16,501,035	$ 16,501,035
FY 2001-02 Estimate	$ 11,429,507	$ 11,429,507
FY 2002-03 Adopted Budget	$ 11,435,849	$ 11,435,849

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ 7,878,206	$ 7,878,206
FY 1999-00 Actuals	$ 6,946,806	$ 6,946,806
FY 2000-01 Actuals	$ 16,501,035	$ 16,501,035
FY 2001-02 Estimate	$ 11,429,507	$ 11,429,507
FY 2002-03 Adopted Budget	$ 11,435,849	$ 11,435,849

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Housing (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
660 HOUSING

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	2,416,424	7,413,753	1,605,672	11,435,849	11,435,849
SUB-TOTAL	$ 2,416,424	$ 7,413,753	$ 1,605,672	$ 11,435,849	$ 11,435,849
TOTAL FUNDS	$ 2,416,424	$ 7,413,753	$ 1,605,672	$ 11,435,849	$ 11,435,849

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

660 HOUSING

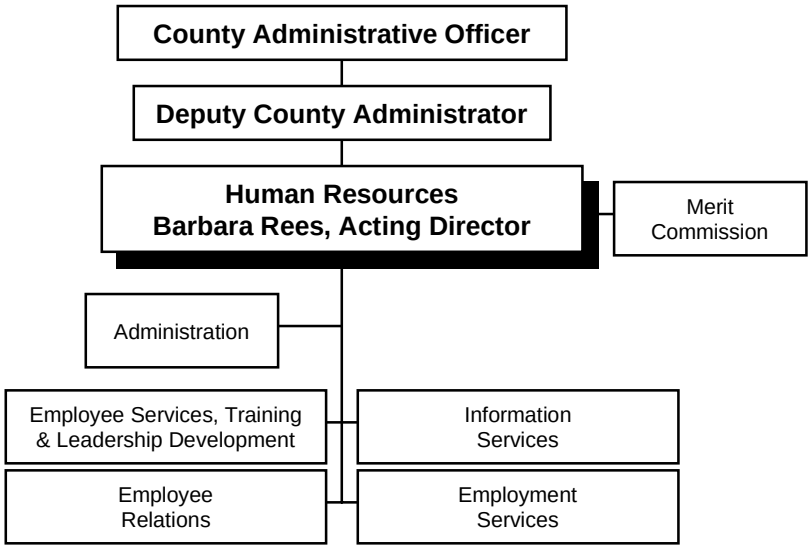
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	-	11,429,508	11,429,508	11,429,507	11,435,848	11,435,849	6,341	0%
620 OTHER INTERGOVERNMENTAL	12,376,928	-	-	-	-	-	-	
635 OTHER CHARGES FOR SERVICES	1,237,235	-	-	-	-	-	-	
650 MISCELLANEOUS REVENUE	3,413,966	-	-	-	-	-	-	
Total Revenue	$ 17,028,129	$ 11,429,508	$ 11,429,508	$ 11,429,507	$ 11,435,848	$ 11,435,849	$ 6,341	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ -	$ 1,931,400	$ 1,922,487	$ 1,923,106	$ 1,848,700	$ 1,848,700	$ 73,787	4%
705 TEMPORARY PAY	-	-	-	23,736	-	-	-	
710 OVERTIME	-	-	-	9,617	-	-	-	
750 FRINGE BENEFITS	-	495,861	494,958	457,180	567,718	567,718	(72,760)	-15%
790 OTHER PERSONNEL SERVICES	-	-	-	13,621	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	(2,427,261)	(2,417,444)	(2,427,261)	(2,416,418)	(2,416,418)	(1,026)	0%
796 PERSONNEL SERVICES ALLOC IN	-	2,427,261	2,427,261	2,427,261	2,416,424	2,416,424	10,837	0%
SubTotal	$ -	$ 2,427,261	$ 2,427,262	$ 2,427,260	$ 2,416,424	$ 2,416,424	$ 10,838	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 16,428,539	$ 345,589	$ 345,588	$ 345,589	$ 254,169	254,174	91,414	26%
803 FUEL	-	16,266	16,266	16,266	16,265	16,265	1	0%
812 OTHER SERVICES	-	440,299	440,299	440,299	328,444	324,896	115,403	26%
820 RENT & OPERATING LEASES	-	36,000	36,000	36,000	36,000	36,000	-	0%
825 REPAIRS AND MAINTENANCE	-	24,850	24,850	24,850	24,852	24,852	(2)	0%
839 INTERNAL SERVICE CHARGES	-	231,806	231,806	231,806	512,102	512,102	(280,296)	-121%
842 TRAVEL & EDUCATION	-	30,000	30,000	30,000	30,000	30,000	-	0%
845 SUPPORT AND CARE OF PERSONS	-	5,385,000	5,385,000	5,385,000	5,385,000	5,385,000	-	0%
850 UTILITIES	-	1,063,124	1,063,124	1,063,124	757,160	757,160	305,964	29%
880 TRANSFERS OUT	72,496	68,483	68,483	68,483	69,760	73,304	(4,821)	-7%
SubTotal	$ 16,501,035	$ 7,641,417	$ 7,641,416	$ 7,641,417	$ 7,413,752	$ 7,413,753	$ 227,663	3%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	-	1,360,830	1,360,830	1,360,830	1,605,672	1,605,672	(244,842)	-18%
SubTotal	$ -	$ 1,360,830	$ 1,360,830	$ 1,360,830	$ 1,605,672	$ 1,605,672	$ (244,842)	-18%
Total Expenditures	$ 16,501,035	$ 11,429,508	$ 11,429,508	$ 11,429,507	$ 11,435,848	$ 11,435,849	$ (6,341)	0%
Operating Balance (Rev. - Exp.)	$ 527,094	$ -	$ -	$ -	$ -	$ -	$ -	

Housing (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 660 HOUSING WORKING TITLE	FTE
ACCOUNTANT	3.0
ADMINISTRATIVE ASSISTANT	1.0
ADMINISTRATIVE DIRECTOR	1.0
ASSISTANT BUYER	1.0
ASSISTANT MANAGER	4.0
BUILDING INSPECTOR	2.0
CUSTOMER SERVICE REPRESENTATIVE	1.0
EXECUTIVE DIRECTOR	1.0
EXECUTIVE SECRETARY	1.0
FINANCE DIRECTOR	1.0
FSS COORDINATOR	1.0
HOUSING MANAGER	4.0
HOUSING SPECIALIST	5.0
LEASING ASSISTANT	1.0
LEASING SUPERVISOR	1.0
MIS ASSISTANT	1.0
MIS COORDINATOR	1.0
MODERNIZATION MANAGER	1.0
OFFICE SITE CLERK	4.0
PROGRAMS DIRECTOR	1.0
PUBLIC HOUSING WAIT LIST COORDINATOR	1.0
PURCHASING AGENT	1.0
RESIDENT SERVICE COORDINATOR	2.0
RESIDENT TRAINEE	1.0
SECTION 8 CLERK	1.0
SECTION 8 SUPERVISOR	1.0
SECTION 8 WAIT LIST COORDINATOR	1.0
TRADES GENERALIST	16.0
TRADES LEAD	4.0
TOTAL	**64.0**

Human Resources



Mission

The mission of the Maricopa County Human Resources Department is to provide leadership and human resources systems and programs to officials, departments, and agencies so that they can achieve their business goals.

Goals

- By June 2002, our internal customers will report that Human Resources' services and delivery methods have been redefined and redesigned so that they meet the emerging business needs of their department/agency.
- By 2002, the Human Resources Department will have implemented a responsive, flexible, and competitive total compensation and benefits program, managed within available resources, so that the number of employees leaving voluntarily due to compensation issues is reduced.
- By December 2003, the Human Resources Department will demonstrate corporate leadership through performance consulting and innovative transactional support as indicated by results achieved, customer reporting, and active partnership in departmental strategic and business planning.

Issues

- Changes in case law will increase exposure to liability and will cause greater demand for more sophisticated internal investigations into employee misconduct, and will increase demand/need for more information to departments.
- As department's human resource needs are redefined through their participation in Managing for Results, there will be fewer demands for transactional processing and greater demands for expert consulting.
- Adoption of Managing for Results will require rethinking and redesign of the policies, procedures, programs and tools needed to integrate Managing for Results fully through all levels of the organization.

Human Resources (Continued)

- The organization will require leadership from Human Resources to assure consistency in the delivery of HR services and programs to help departments achieve their goals.
- Changes in the workforce and the County's business environment will make it increasingly challenging to offer a comprehensive, competitive total compensation package that attracts and retains a high performing diverse workforce. Changes in the workforce and the County's business environment are creating more pressure to change workplace practices, offer a different array of services and respond in a more customized manner.
- As departments implement Managing for Results they will demand faster more accurate data and information, which will also increase demands for more cost effectiveness and paperless process workplace solutions.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
HUMAN RESOURCES
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUSINESS PERFORMANCE	$ 1,230,612	$ 324,069	$ -	$ 1,554,681	$ -
TOTAL COMP & BENEFITS	315,158	125,247	-	440,405	25,000
CORPORATE INITIATIVES	237,809	103,623	-	341,432	90,000
WORKFORCE PLANNING	960,173	7,534	-	967,707	250
ADMINISTRATIVE SERVICES PROGRA	300,191	10,264	-	310,455	-
UNALLOCATED/INDIRECT COSTS	117,217	112,945	-	230,162	261
Total	$ 3,161,160	$ 683,682	$ -	$ 3,844,842	$ 115,511

Key Performance Measures

Program Name: Business Performance

Program Purpose: The purpose of the Business Performance Program is to provide consultation, education, policy direction and a performance management system to departments so they can increase employee and organizational performance.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of clients who report that performance and/or employee satisfaction was improved as a result of the consulting service	N/A	N/A	100	65
Percent of departments who report that the performance management system helps them align, motivate, and develop employee performance	N/A	N/A	N/A	50
Percent of department leaders who are satisfied with the information and resources received	N/A	N/A	N/A	90
Percent of participants who report they were able to apply newly learned skills on the job	N/A	N/A	N/A	70
Percent of employees reporting content and course materials helped them understand the topic	N/A	N/A	97	95
Percent retreat participants reporting learned new concepts that will be used to achieve superior business results	N/A	N/A	100	75
Percent of time requirements met	100	100	N/A	100
Percent of management dissatisfaction with case management of the ill/injured employees	N/A	N/A	N/A	0

Human Resources (Continued)

Program Name: Corporate Initiatives

Program Purpose: The purpose of Corporate Initiatves is to provide development, implementation and administration services for Maricopa County employees so that they can voluntarily participate in accomplishing the goals of the special initiatives.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent pre-determined goals achieved	N/A	100	N/A	N/A

Program Name: Total Compensation & Benefits

Program Purpose: The purpose of the Total Compensation and Benefits Program is to provide Board-approved compensation and benefit plans, strategic direction and administration support to departments so that they can attract and retain qualified employees to achieve their business results.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
# of all positive impact responses to "value of benefits program in hire decision" on New Employee Orientation survey	N/A	N/A	N/A	50
Percent of jobs for which a new market analysis is requested within 2 years	N/A	N/A	N/A	25
Percent of departments with an established compensation philosophy and/or strategy in place	N/A	N/A	N/A	10

Program Name: Workforce Planning

Program Purpose: The purpose of the Workforce Planning Program is to provide information, consultation, and hiring services to department management so that they can make workforce decisions and to attract and retain the staff they need to achieve their business results.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of turnover within the first six months of the initial probationary period	N/A	N/A	12	11

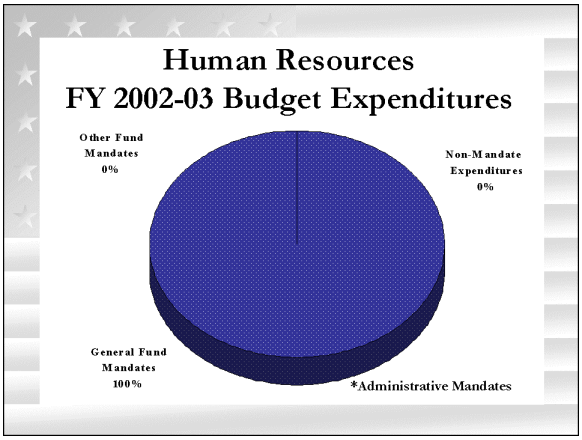
Mandate Consolidated Financial Data

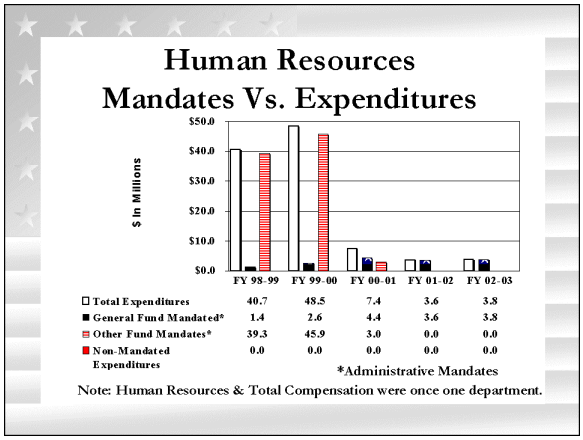
Total Department Expenditures	General Fund	Internal Service	Total
FY 1998-99 Actuals	$ 1,388,846	$ 39,269,378	$ 40,658,224
FY 1999-00 Actuals	$ 2,559,925	$ 45,978,739	$ 48,538,664
FY 2000-01 Actuals	$ 4,429,680	$ 2,965,867	$ 7,395,547
FY 2001-02 Estimate	$ 3,549,380	$ -	$ 3,549,380
FY 2002-03 Adopted Budget	$ 3,844,842	$ -	$ 3,844,842

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1998-99 Actuals	$ 1,388,846	$ 39,269,378	$ 40,658,224
FY 1999-00 Actuals	$ 2,559,925	$ 45,978,739	$ 48,538,664
FY 2000-01 Actuals	$ 4,429,680	$ 2,965,867	$ 7,395,547
FY 2001-02 Estimate	$ 3,549,380	$ -	$ 3,549,380
FY 2002-03 Adopted Budget	$ 3,844,842	$ -	$ 3,844,842

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Human Resources (Continued)





Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
310 HUMAN RESOURCES

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,161,160	$ 683,682	$ -	$ 3,844,842	$ 115,511
SUB-TOTAL	$ 3,161,160	$ 683,682	$ -	$ 3,844,842	$ 115,511
TOTAL FUNDS	$ 3,161,160	$ 683,682	$ -	$ 3,844,842	$ 115,511

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

310 HUMAN RESOURCES

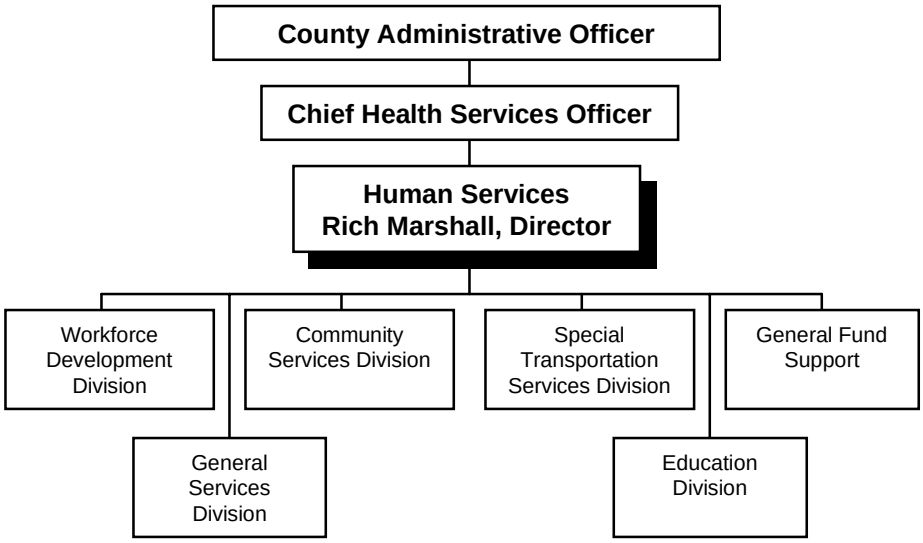
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	28,178	25,300	25,150	18,385	25,000	25,000	(150)	-1%
650 MISCELLANEOUS REVENUE	46,063	132,150	132,300	69,093	132,450	90,511	(41,789)	-32%
Total Revenue	$ 74,241	$ 157,450	$ 157,450	$ 87,478	$ 157,450	$ 115,511	$ (41,939)	-27%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,290,670	$ 2,451,450	$ 2,391,608	$ 2,358,120	$ 2,454,280	$ 2,439,735	$ (48,127)	-2%
705 TEMPORARY PAY	41,806	28,600	27,600	19,826	10,500	10,500	17,100	62%
710 OVERTIME	12,919	3,000	3,000	883	1,500	1,500	1,500	50%
750 FRINGE BENEFITS	437,520	500,082	472,961	486,270	527,468	539,280	(66,319)	-14%
790 OTHER PERSONNEL SERVICES	-	-	-	6,876	8,690	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	170,145	(170,145)	
SubTotal	$ 2,782,915	$ 2,983,132	$ 2,895,169	$ 2,871,975	$ 3,002,438	$ 3,161,160	$ (265,991)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 207,184	$ 132,453	$ 203,821	$ 155,621	$ 191,020	190,955	12,866	6%
803 FUEL	649	224	224	643	660	660	(436)	-195%
804 NON-CAPITAL EQUIPMENT	6,710	17,000	-	2,769	12,998	11,500	(11,500)	
810 LEGAL SERVICES	29,477	35,000	33,000	1,184	33,000	27,000	6,000	18%
812 OTHER SERVICES	210,428	387,859	373,309	389,079	373,324	331,385	41,924	11%
820 RENT & OPERATING LEASES	27,149	36,250	34,000	15,107	34,000	34,000	-	0%
825 REPAIRS AND MAINTENANCE	7,570	3,000	3,000	14,408	3,000	3,000	-	0%
830 INTERGOVERNMENTAL PAYMENTS	-	3,000	3,000	(1)	3,000	3,000	-	0%
839 INTERNAL SERVICE CHARGES	47,094	65,064	53,454	42,882	42,745	42,745	10,709	20%
842 TRAVEL & EDUCATION	49,852	68,108	40,563	41,205	30,814	25,903	14,660	36%
843 POSTAGE/FREIGHT/SHIPPING	500	5,310	3,560	14,508	13,534	13,534	(9,974)	-280%
SubTotal	$ 586,613	$ 753,268	$ 747,931	$ 677,405	$ 738,095	$ 683,682	$ 64,249	9%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	2,450	-	-	-	-	-	-	
920 CAPITAL EQUIPMENT	18,103	-	-	-	-	-	-	
SubTotal	$ 20,553	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 3,390,081	$ 3,736,400	$ 3,643,100	$ 3,549,380	$ 3,740,533	$ 3,844,842	$ (201,742)	-6%
Operating Balance (Rev. - Exp.)	$ (3,315,840)	$ (3,578,950)	$ (3,485,650)	$ (3,461,902)	$ (3,583,083)	$ (3,729,331)	$ (243,681)	-7%

Human Resources (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 310 HUMAN RESOURCES	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT	5.0
ADMINISTRATIVE COORDINATOR	1.0
BUSINESS MANAGER	1.0
CASE MANAGER	3.0
CUSTOMER SERVICE REPRESENTATIVE	2.0
CUSTOMER SERVICE SUPERVISOR	1.0
DATABASE ADMINISTRATOR	1.0
EAP COUNSELOR	1.0
EMPLOYEE INFORMATION SERVICES MANAGER	1.0
EMPLOYEE PROGRAMS MANAGER	1.0
EMPLOYEE RECORDS ASSISTANT	2.0
EMPLOYEE RECORDS COORDINATOR	3.0
EMPLOYEE RECORDS SUPERVISOR	1.0
EMPLOYEE RELATIONS SUPERVISOR	1.0
EMPLOYMENT EXAM ASSISTANT	1.0
EMPLOYMENT SERVICES ANALYST	6.0
EMPLOYMENT SERVICES ASSISTANT	5.0
EMPLOYMENT SERVICES MANAGER	1.0
ERGONOMICS SPECIALIST	3.0
EXAM AND SUPPORT SUPERVISOR	1.0
FITNESS CENTER ATTENDANT	0.5
HUMAN RESOURCES ASSISTANT	1.0
HUMAN RESOURCES CLERK	1.0
HUMAN RESOURCES DIRECTOR	1.0
INTAKE COORDINATOR	1.0
LAN ADMINISTRATOR	1.0
LEAD PAYROLL COORDINATOR	1.0
MANAGER	1.0
MENTOR PROGRAM COORDINATOR	1.0
MERIT SYSTEMS ADMINISTRATOR	1.0
MERIT SYSTEMS COORDINATOR	1.0
OFFICE ADMINISTRATOR	1.0
PAYROLL COORDINATOR	4.0
PAYROLL SUPERVISOR	1.0
PROGRAMS ADMINISTRATOR	1.0
STAFFING SUPERVISOR	1.0
TECHNOLOGY RESOURCE COORDINATOR	1.0
TRAINING CONSULTANT	3.0
TRAINING COORDINATOR	1.0
WELLNESS COORDINATOR	1.0
TOTAL	**65.5**

Human Services



Mission

The mission of the Human Services Department (HSD) is to provide education, employment and basic needs services for individuals, children and families, so that they have opportunities to enhance their economic, social and physical well-being.

Vision

All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life.

Goals

- By June 2005, HSD will be recognized as a high-performance outcome-oriented organization that meets or exceeds the contract performance standards established by all grant agencies.
- By June 2004, HSD will have met or exceeded established performance targets in attracting and retaining highly-skilled and motivated staff at all levels.
- By June 2004, HSD will develop a customer-driven technology plan that aligns with county standards and responds to the changes in the Department's services, delivery systems and processes.
- By June 2005, HSD will secure additional funding and other resources that will allow the Department to serve a larger percentage of the target population.
- By June 2004, HSD will have implemented all key components of an established marketing plan and be able to demonstrate a higher level of support from elected officials and the community.

Issues

- There is a devolution of responsibility from the federal to state/local government for the funding and design of human service programs, and there are efforts to promote the integration of faith-based and for-profit organizations into the delivery of such programs. These factors will create a greater competition for funds and may threaten the integrity of Maricopa County's human service delivery infrastructure.

Human Services (Continued)

- There has been a dramatic increase in our target population and the demand for our services, but our general fund appropriation and other grant funding has been stagnant or declining relative to the population changes, which may affect our ability to maintain existing services or service levels.
- A shrinking supply of affordable housing, coupled with fewer entry level jobs that provide livable wages and full benefits, will result in greater demand for basic needs services.
- The allocation formulas for federal block grants, which are only adjusted on a 10-year cycle, penalize high population growth areas (such as Maricopa County), and will result in less per capita federal resources for the provision of human services to Maricopa County residents.
- There is a trend in education reform to mandate the assessment of children's progress towards specific learning outcomes as evidence of program effectiveness. Additionally, there are mounting pressures to expand Head Start as a full-day/year-round program without concomitant increases in funding. Together, these issues will limit the number of families served by the department and compromise our ability to offer comprehensive services.
- The increase in business growth in Maricopa County, combined with the shortages of qualified applicants and employees who possess the technical skills necessary for high-demand occupations, will present greater challenges to the Department in meeting both our internal staffing needs and those of the business community we serve.
- The increasing lack of affordable and accessible public transportation throughout Maricopa County will result in greater public demand for the Department's limited/dwindling transportation assistance resources.
- The data and technology management needs and expectations of our internal and external constituents will continue to grow and exceed the Department's resources as they are currently planned and managed, which will pose significant operational and budgetary challenges to the Department throughout the strategic planning horizon.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
HUMAN SERVICES
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
EARLY CHILDHOOL DEVT	$ 7,737,850	$ 7,912,906	$ 246,000	$ 15,896,756	$ 15,673,333
COMMUNITY SERVICES	445,191	3,544,055	-	3,989,246	3,815,625
SPECIAL TRANSPO SVCS	595,218	2,423,241	500,000	3,518,459	3,366,420
WORKFORCE DEVELOPMENT	1,958,078	3,325,860	-	5,283,938	5,408,174
ADMINISTRATIVE SERVICES PROGRA	529,912	360,631	-	890,543	668,093
INFORMATION TECHNOLOGY PROGRAM	410,018	290,629	-	700,647	668,093
UNALLOCATED/INDIRECT COSTS	(132,056)	719,309	-	587,253	1
Total	$ 11,544,211	$ 18,576,631	$ 746,000	$ 30,866,842	$ 29,599,739

Human Services (Continued)

Key Performance Measures

Program Name: Community Services

Program Purpose: The purpose of the Community Services Program is to provide an array of basic needs services for Maricopa County low-income individuals and families, so that they avoid becoming homeless and can maintain or achieve economic self-sufficiency.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of clients who rate services as satisfactory or better	N/A	N/A	93	60
Percent of families who demonstrate an improved level of self-sufficiency following intervention	N/A	N/A	87	60

Program Name: Early Childhood Education

Program Purpose: The purpose of the Early Childhood Education Program is to provide school readiness opportunities for children (ages 0-5), so that they will be successful in school.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of enrolled 4-year-olds who demonstrate 10Percent (9 points) amount of increase on the Developmental Assessment by the end of the school year	N/A	N/A	88.12	80
Percent of families linked with a medical home	N/A	85	88.83	90

Program Name: Special Transportation Services

Program Purpose: The purpose of the Special Transportation Services Program is to provide transportation options for the most transit-dependent populations in Maricopa County, so that a lack of transportation is not a barrier to enhancing their economic and social well-being.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customer satisfaction -- Core STS services	83	N/A	90	85
Percent of clients provided employment transportation that remain employed for at least six months	N/A	N/A	79	70

Human Services (Continued)

Program Name: Workforce Development

Program Purpose: The purpose of the Workforce Development Program is to provide qualified individuals and other resources to employers to meet their workforce needs.

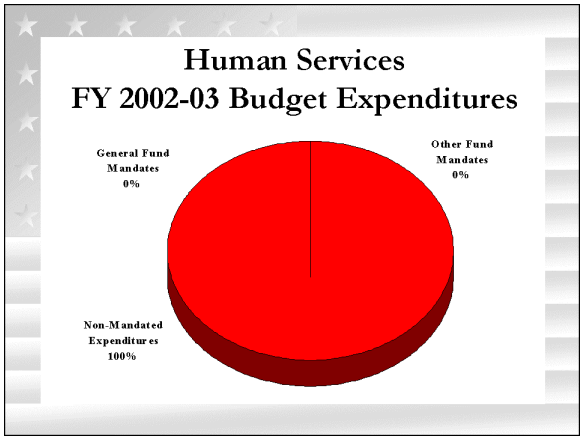
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent Retention rate at six months after placement - Adults	N/A	72	86.7	80
Percent of employer satisfaction	N/A	N/A	88.4	0
Percent Retention rate at six months after placement -Dislocated Workers	N/A	77	93.6	87
Percent Retention rate at six months after placement - Youth (ages 19-21)	N/A	72	50	76

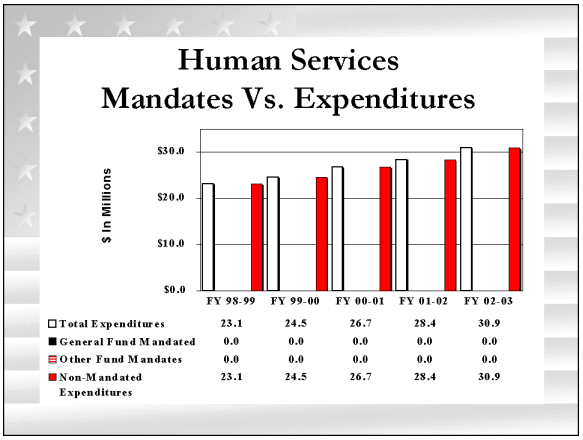
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 943,274	$ 22,156,709	$ 23,099,983
FY 1999-00 Actuals	$ 1,302,873	$ 23,150,226	$ 24,453,099
FY 2000-01 Actuals	$ 1,310,528	$ 25,339,400	$ 26,649,928
FY 2001-02 Estimate	$ 1,286,921	$ 27,027,814	$ 28,314,735
FY 2002-03 Adopted Budget	$ 1,267,103	$ 29,599,739	$ 30,866,842

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 943,274	$ 22,156,709	$ 23,099,983
FY 1999-00 Actuals	$ 1,302,873	$ 23,150,226	$ 24,453,099
FY 2000-01 Actuals	$ 1,310,530	$ 25,106,677	$ 26,417,207
FY 2001-02 Estimate	$ 1,307,800	$ 29,250,000	$ 30,557,800
FY 2002-03 Adopted Budget	$ 1,267,103	$ 29,599,739	$ 30,866,842

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Human Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
220 HUMAN SERVICES

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 347,794	$ 919,309	$ -	$ 1,267,103	$ -
SPECIAL REVENUE	11,196,417	17,657,322	746,000	29,599,739	29,599,739
SUB-TOTAL	$ 11,544,211	$ 18,576,631	$ 746,000	$ 30,866,842	$ 29,599,739
TOTAL FUNDS	$ 11,544,211	$ 18,576,631	$ 746,000	$ 30,866,842	$ 29,599,739

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

220 HUMAN SERVICES

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	25,288,358	26,975,193	26,975,193	27,027,814	29,685,927	29,599,739	2,624,546	10%
650 MISCELLANEOUS REVENUE	51,046	-	-	-	-	-	-	
Total Revenue	$ 25,339,404	$ 26,975,193	$ 26,975,193	$ 27,027,814	$ 29,685,927	$ 29,599,739	$ 2,624,546	10%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 6,934,180	$ 6,286,253	$ 7,964,694	$ 8,162,185	$ 9,020,888	$ 8,859,844	$ (895,150)	-11%
705 TEMPORARY PAY	362,171	105,000	105,000	106,895	195,000	195,000	(90,000)	-86%
710 OVERTIME	89,242	-	-	3,738	-	-	-	
750 FRINGE BENEFITS	1,694,241	2,181,761	2,257,474	2,178,838	2,752,833	2,489,365	(231,891)	-10%
790 OTHER PERSONNEL SERVICES	10,569	1,226,289	1,226,289	666,334	-	-	1,226,289	100%
795 PERSONNEL SERVICES ALLOC OUT	-	(769,936)	(769,936)	(362,459)	(47,600)	(66,459)	(703,477)	-91%
796 PERSONNEL SERVICES ALLOC IN	4,279	57,349	57,349	65,185	47,600	66,461	(9,112)	-16%
SubTotal	$ 9,094,682	$ 9,086,716	$ 10,840,870	$ 10,820,716	$ 11,968,721	$ 11,544,211	$ (703,341)	-6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,670,762	$ 1,633,749	$ 1,680,901	$ 1,679,294	$ 2,125,200	2,819,517	(1,138,616)	-68%
802 MEDICAL SUPPLIES	22,545	5,900	5,900	5,900	15,000	15,000	(9,100)	-154%
803 FUEL	10,955	132,300	132,300	132,300	16,000	16,000	116,300	88%
804 NON-CAPITAL EQUIPMENT	225,663	216,900	216,900	216,900	265,000	233,252	(16,352)	-8%
810 LEGAL SERVICES	4,830	4,400	4,400	4,400	6,000	6,000	(1,600)	-36%
811 HEALTH CARE SERVICES	321	3,000	3,000	3,000	10,000	10,000	(7,000)	-233%
812 OTHER SERVICES	13,349,902	15,048,350	12,902,044	13,201,672	13,051,085	12,689,586	212,458	2%
820 RENT & OPERATING LEASES	715,871	701,446	701,446	701,446	1,062,538	1,062,538	(361,092)	-51%
825 REPAIRS AND MAINTENANCE	128,173	79,350	79,350	79,350	507,000	507,000	(427,650)	-539%
839 INTERNAL SERVICE CHARGES	753,865	608,077	608,077	799,344	901,100	901,100	(293,023)	-48%
842 TRAVEL & EDUCATION	326,600	200,999	200,999	200,999	236,838	230,838	(29,839)	-15%
843 POSTAGE/FREIGHT/SHIPPING	2,509	37,316	37,316	29,870	17,100	17,100	20,216	54%
845 SUPPORT AND CARE OF PERSONS	38,141	90,687	90,687	90,687	40,000	40,000	50,687	56%
850 UTILITIES	61,715	78,857	78,857	28,857	30,700	28,700	50,157	64%
855 INTEREST EXPENSE	-	35,000	-	-	-	-	-	
SubTotal	$ 17,311,852	$ 18,876,331	$ 16,742,177	$ 17,174,019	$ 18,283,561	$ 18,576,631	$ (1,834,454)	-11%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	109,525	-	-	-	225,000	225,000	(225,000)	
920 CAPITAL EQUIPMENT	108,210	250,000	250,000	250,000	21,000	21,000	229,000	92%
930 VEHICLES & CONSTRUCTION EQUIP	25,659	70,000	450,000	70,000	500,000	500,000	(50,000)	-11%
SubTotal	$ 243,394	$ 320,000	$ 700,000	$ 320,000	$ 746,000	$ 746,000	$ (46,000)	-7%
Total Expenditures	$ 26,649,928	$ 28,283,047	$ 28,283,047	$ 28,314,735	$ 30,998,282	$ 30,866,842	$ (2,583,795)	-9%
Operating Balance (Rev. - Exp.)	$ (1,310,524)	$ (1,307,854)	$ (1,307,854)	$ (1,286,921)	$ (1,312,355)	$ (1,267,103)	$ 40,751	3%

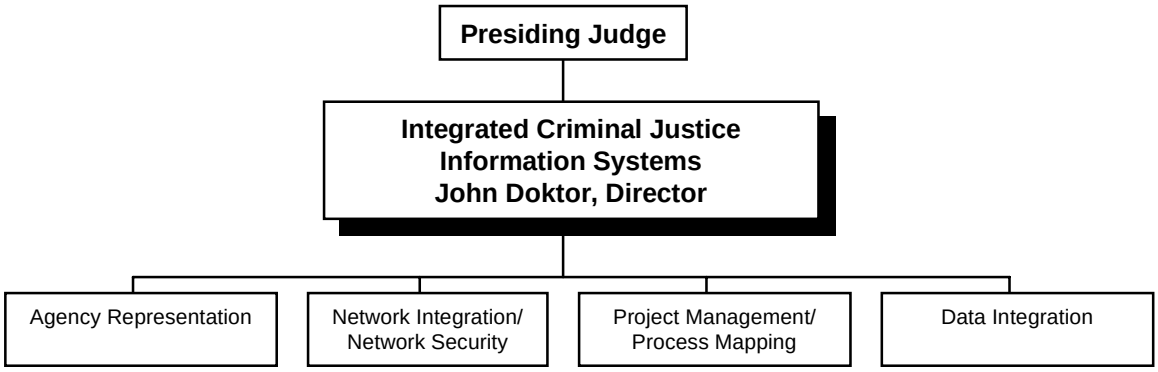
Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 220 HUMAN SERVICES WORKING TITLE	FTE
ACCOUNTANT I	3.0
ACCOUNTANT II	2.0
ACCOUNTANT III	3.0
ACCOUNTING TECHNICIAN	1.0
ADMINISTRATIVE ASSISTANT I	2.0
ADMINISTRATIVE ASSISTANT II	9.0
ADMINISTRATIVE ASSISTANT III	5.0
ADMINISTRATIVE COORDINATOR II	1.0
ADMINISTRATIVE COORDINATOR IV	15.0
ADMINISTRATIVE COORDINATOR VI	3.0
AREA COORDINATOR	7.0
CAREER GUIDANCE SPECIALIST	1.0
CENTER COORDINATOR	1.0
CLERK EHS	1.0
COMMUNICATIONS COORDINATOR	1.0
CONTRACT SPECIALIST I	5.0
DATA ENTRY OPERATOR	4.0
DATA ENTRY OPERATOR - TEAM LEADER	1.0
DIRECTOR	1.0
DISABILITIES COORDINATOR	1.0
EARLY CHILDHOOD HEALTH COORDINATOR	1.0
EARLY HEAD START COORDINATOR	1.0
EDUCATION COORDINATOR	1.0
FAMILY CASE SPECIALIST	23.0
FAMILY SERVICES DELIVERY COORDINATOR	4.0
FAMILY SERVICES DELIVERY COORDINATOR II	1.0
FINANCIAL SERVICES ADMINISTRATOR I	1.0
GRANTS PROGRAM MANAGER	1.0
HEALTH AIDE	2.0
HEALTH EDUCATION COORDINATOR	1.0
HEALTH SERVICES DELIVERY COORDINATOR II	2.0
HOME VISITOR	8.0
HUMAN RESOURCES ASSISTANT	1.0
HUMAN RESOURCES MANAGER	1.0
INSTRUCTOR	5.0
LEAD INTEGRATED SYSTEMS DESIGN ANALYST	1.0
LICENSING COORDINATOR	1.0
MANAGEMENT ANALYST II	1.0
MENTOR TEACHER	6.0
MIS COORDINATOR	1.0
MIS TECHNICIAN	2.0
NUTRITIONIST II	1.0
OPERATIONS COORDINATOR	1.0
OPERATIONS MANAGER	1.0
OPERATIONS PROGRAM COORDINATOR	1.0
PERSONNEL COORDINATOR	1.0
PROCUREMENT COORDINATOR	1.0
PROCUREMENT OFFICER	1.0
PROGRAM ASSISTANCE REPRESENTATIVE III	5.0
PROGRAM ASSISTANT	1.0
PROGRAM COORDINATOR II	3.0
PROGRAM DEVLOPMENT COORDINATOR	1.0
PROGRAM GOVERNANCE COORDINATOR	1.0
PROGRAM SERVICES REPRESENTATIVE	1.0
PROGRAM SPECIALIST	1.0
PROGRAMMER ANALYST II	1.0
RESEARCH AND DEVELOPMENT MANAGER	1.0
SENIOR GRANT ACCOUNTANT	1.0
SENIOR INFORMATION SYSTEMS ANALYST	1.0
SERVICE DELIVERY COORDINATOR II	6.0

Human Services (Continued)

WORKING TITLE	FTE
SERVICE WORKER III	1.0
SOCIAL SERVICES COORDINATOR	1.0
STAFF DEVELOPMENT COORDINATOR	1.0
STS DISPATCHER	6.0
SUPPORT SERVICE WORKER	2.0
SUPPORT SERVICE WORKER III	1.0
SWITCHBOARD OPERATOR	1.0
TEACHER	70.0
TEACHER I	39.0
TEACHER II	3.0
TEACHER'S AIDE	15.0
TEACHER'S AIDE I	5.0
TEACHER'S AIDE II	33.0
TEACHER'S ASSISTANT	4.0
TRAINING COORDINATOR	1.0
TRANSPORTATION MOBILITY SPECIALIST	1.0
VOCATIONAL COUNSELOR	14.0
TOTAL	**360.0**

Integrated Criminal Justice Information Systems



Mission

The Mission of the Integrated Criminal Justice Information System (ICJIS) is to provide automated systems, information technology expertise, and information pathways to justice and law enforcement agencies, and to develop and implement systems that promote the sharing of criminal justice information that is timely, secure, reliable, and comprehensive, so that criminal justice agencies may more efficiently enhance public safety, improve service to the community, and make quality justice and law enforcement decisions.

Vision

Integration will allow enhanced productivity, efficiency, and communication, and will eliminate redundancy. As a result, ICJIS will have a positive impact on improved public safety by making available to criminal justice stakeholders timely, accurate, and complete information concerning offenders. Improved decisions will be made through the increased availability of performance measures relating to public policy. Productivity of stakeholder agency employees will increase with the elimination of redundant data collection and duplicate data entry. Paper-based processes will be reduced or eliminated with the rapid availability of electronic records. Criminal justice information will be accessible in a timely, accurate, and comprehensive fashion by criminal justice agencies. The public will have immediate access to relevant criminal justice information.

Goals

- By December 2002, ICJIS will develop and implement a system whereby participating justice and law enforcement county agencies will be able to electronically exchange information for the purpose of reducing data entry associated with increasing work loads through the elimination of redundant data entry.
- By December 2004, justice and law enforcement agencies external to Maricopa County (federal, state, and local) will be enabled to share and exchange information electronically with county justice and law enforcement agencies on a timely, accurate, and secure basis through the integrated criminal justice information system.
- By December 2004, ICJIS will provide the information links necessary for criminal justice departments to develop and implement management information systems, including the accused-in-process (AIP) central index system to provide more complete information regarding individual cases and case processing, leading to better decision making.

Integrated Criminal Justice Information Systems (Continued)

Issues

- The demands of growing criminal justice workloads put excess strain on finite resources, resulting in system delays, process breakdowns, jail overcrowding, excessive staff turnover, and inefficiencies that affect system integrity and public safety.
- County justice and law enforcement departments increasingly demand more accurate, timely, complete information regarding individual cases and case processing.
- Failure to develop an integrated criminal justice integration system will result in decreased system integrity, public safety concerns, and slower processing of criminal cases.
- Federal and state mandates place increased demands for accountability and service.
- The public places growing expectations on the criminal justice system to provide increased public safety.
- Information technology provides the unique opportunity to rethink and reengineer current justice and law enforcement processes that are manual, inefficient, and in need of improved performance through work process automation.
- Decision support capability is lacking in the current system, negatively impacting the ability to predict, observe trends, and to make accurate forecasts regarding the justice and law enforcement environment.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
INTEGRATED CRIMINAL JUST INFO
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTEGRATION SYS & INFO DIST	$ 1,447,815	$ 2,847,249	$ 277,164	$ 4,572,228	$ -
UNALLOCATED/INDIRECT COSTS	(30,330)	-	-	(30,330)	-
Total	$ 1,417,485	$ 2,847,249	$ 277,164	$ 4,541,898	$ -

Key Performance Measures

Program Name: Integration Systems and Information Distribution

Program Purpose: The purpose of the ICJIS Integration Systems and Information Distribution Program is to develop and implement an integrated criminal justice technology infrastructure for use by county justice and law enforcement agencies so they can electronically exchange timely, accurate, and secure information.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of ICJIS projects completed on schedule	0	0	100	100
Percent of shared business process transactions automated	0	0	44	3
Percent of data network connections that satisfy FBI security requirements	0	100	100	100
Percent of paper document files converted to electronic files	0	0	0	0
Percent successful retrievals from the central index	0	0	0	0
Percent of manual management information systems replaced	0	0	0	0

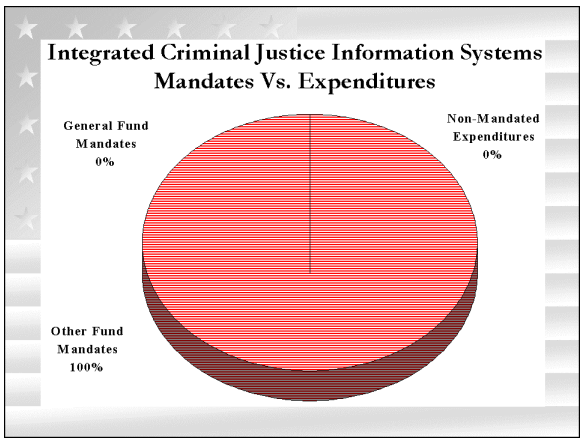
Integrated Criminal Justice Information Systems (Continued)

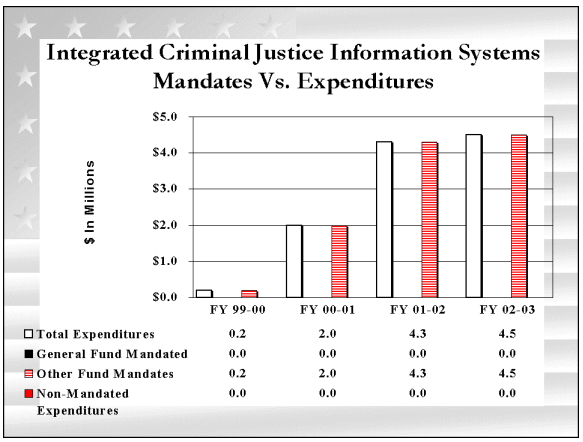
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -
FY 1999-00 Actuals	$ 157,910	$ 157,910
FY 2000-01 Actuals	$ 1,955,612	$ 1,955,612
FY 2001-02 Estimate	$ 4,331,182	$ 4,331,182
FY 2002-03 Adopted Budget	$ 4,541,898	$ 4,541,898

Total Mandated Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -
FY 1999-00 Actuals	$ 157,910	$ 157,910
FY 2000-01 Actuals	$ 1,955,612	$ 1,955,612
FY 2001-02 Estimate	$ 3,660,000	$ 3,660,000
FY 2002-03 Adopted Budget	$ 4,541,898	$ 4,541,898

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Integration Of Criminal Justice Information Systems
AUTHORITY	The Legislature, In Laws 1998, Chapter 225, Amending A.R.S. § 42-1491, Granted A one-time Opportunity To Maricopa County Voters To Approve A Jail Facilities Excise Tax Levy To Construct And Operate Jail Facilities. A.R.S. § 42-6109 D.3.A. Contains Provisions For Implementing An Integrated Criminal Justice Information System
HISTORY/ BACKGROUND	The Jail Facilities Excise Tax Levy Was Authorized At Two-Tenths Of A Percent (0.002) Of The Tax Base To Remain In Effect Until $900 Million Is Collected, But Not More Than Nine Years After January 1, 1999. Initially, $25 Million Of The Tax Levy Has Been Allocated For Integrating The Criminal Justice Information System. The Maricopa County Voters Approved The Tax Levy Effective January 1, 1999.
MANDATE DESCRIPTION	"Implement An Integrated Criminal Justice Information System."

Integrated Criminal Justice Information Systems (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
420 INTEGRATED CRIMINAL JUST INFO

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	1,417,485	2,847,249	277,164	4,541,898	-
SUB-TOTAL	$ 1,417,485	$ 2,847,249	$ 277,164	$ 4,541,898	$ -
TOTAL FUNDS	$ 1,417,485	$ 2,847,249	$ 277,164	$ 4,541,898	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

420 INTEGRATED CRIMINAL JUST INFO

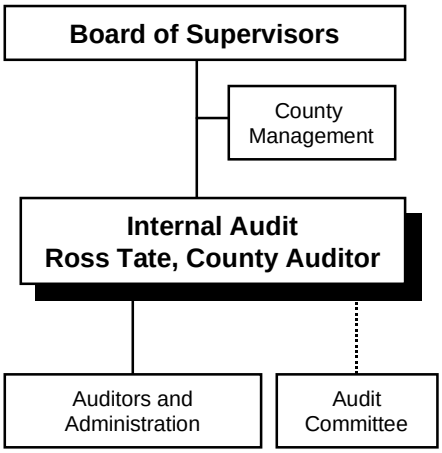
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 392,259	$ 1,084,575	$ 1,024,425	$ 1,011,556	$ 1,065,157	$ 1,065,190	$ (40,765)	-4%
705 TEMPORARY PAY	38,673	42,000	41,648	32,361	-	-	41,648	100%
710 OVERTIME	303	-	-	-	-	-	-	
750 FRINGE BENEFITS	57,462	163,848	166,485	154,509	169,878	166,781	(296)	0%
790 OTHER PERSONNEL SERVICES	186,473	204,060	204,059	196,254	-	-	204,059	100%
795 PERSONNEL SERVICES ALLOC OUT	-	-	(21,546)	(1,493)	(18,545)	(18,545)	(3,001)	-14%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	204,059	204,059	(204,059)	
SubTotal	$ 675,170	$ 1,494,483	$ 1,415,071	$ 1,393,187	$ 1,420,549	$ 1,417,485	$ (2,414)	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 385,348	$ 280,780	$ 473,050	$ 690,769	$ 1,604,003	1,604,003	(1,130,953)	-239%
804 NON-CAPITAL EQUIPMENT	132,087	21,000	1,473	-	56,000	-	1,473	100%
812 OTHER SERVICES	683,877	1,529,300	1,229,300	625,656	908,770	876,770	352,530	29%
820 RENT & OPERATING LEASES	31,549	45,400	25,000	42,675	42,851	42,851	(17,851)	-71%
825 REPAIRS AND MAINTENANCE	7,735	-	2,000	48,635	206,000	206,000	(204,000)	-10200%
839 INTERNAL SERVICE CHARGES	20,565	46,800	46,800	105,634	50,306	33,625	13,175	28%
842 TRAVEL & EDUCATION	19,280	53,000	50,000	134,830	97,000	84,000	(34,000)	-68%
SubTotal	$ 1,280,442	$ 1,976,280	$ 1,827,623	$ 1,648,199	$ 2,964,930	$ 2,847,249	$ (1,019,626)	-56%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	-	1,212,000	1,268,080	1,255,713	165,000	165,000	1,103,080	87%
950 DEBT SERVICE	-	-	11,327	34,083	112,164	112,164	(100,837)	-890%
SubTotal	$ -	$ 1,212,000	$ 1,279,407	$ 1,289,796	$ 277,164	$ 277,164	$ 1,002,243	78%
Total Expenditures	$ 1,955,612	$ 4,682,763	$ 4,522,101	$ 4,331,182	$ 4,662,643	$ 4,541,898	$ (19,797)	0%
Operating Balance (Rev. - Exp.)	$ (1,955,612)	$ (4,682,763)	$ (4,522,101)	$ (4,331,182)	$ (4,662,643)	$ (4,541,898)	$ (19,797)	0%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
420 INTEGRATED CRIMINAL JUST INFO

WORKING TITLE	FTE
AGENCY ANALYST	5.0
CLIENT/SERVER PROGRAMMER ANALYST	2.0
DATA LIBRARIAN	1.0
DIRECTOR	1.0
FINANCIAL BUSINESS MANAGER	1.0
INFORMATION TECHNOLOGY CONSULTANT - MANAGER	1.0
IT CONSULTANT	1.0
NETWORK SECURITY OFFICER	1.0
PROJECT MANAGER	1.0
TOTAL	**14.0**

Internal Audit



Mission

The mission of the Internal Audit Department is to independently evaluate County government, and report results to the Board of Supervisors and management so they can make informed decisions to better serve County citizens.

Vision

To facilitate positive change throughout County operations while ensuring that public resources are used for their intended purpose.

Goals

- By 2003, Internal Audit will dedicate at least 10% of department resources to proactive educational activities in order to further strengthen the County's internal control environment.
- By 2003, in order to provide our customers with a quality product, and meet the growing challenges of advancing technology and diversity of County operations, Internal Audit will provide a more attractive employee environment and retain high-quality employees by: a) Offering salaries above the average of benchmark counties for comparable positions; b) Increasing professional development resources to $1,500 per full time employee; c) Improve office workstation technology to a 3-year replacement cycle
- By 2005, Internal Audit will strive for excellence within the profession and increase customer confidence by: Earning two National Association of Counties (NACo) award annually; earning two professional audit awards (Knighton, NALGA, IIA, AGA, etc.); having at least 25% of staff in leadership positions within professional organizations; publishing two external articles on audit topics; providing online audit and control information to both internal and external customers; increasing Web-site "hits" each year.
- By 2005, Internal Audit will provide a systematic verification of 35% of key Managing for Results performance measures throughout County operations.
- By December 2002, Internal Audit will survey its primary customers (Board of Supervisors, County Management, departments, and Audit Committee) to identify, report, and prioritize new audit services that are perceived to be needed and will implement 25% of these services by 2004 (contingent on available funding).

Internal Audit (Continued)

- Internal Audit will satisfy the need for objective information by: making all issued audit reports available to the public on-line by FY 2002; continue publishing an annual Financial Condition Report; begin publishing an annual Service Efforts and Accomplishments Report for FY 2003
- By 2005, Internal Audit staff will better meet its customers' service demands by: obtaining the training and equipment necessary to effectively use Computer Assisted Audit Techniques (CAATs) on 50% of audit projects; continuously monitoring 20% of the County's financial transactions; utilizing complete file reviews on 75% of assignments where electronic data is available (and compatible with CAATs).

Issues

- The demand from the Board of Supervisors and County Management for objective analysis, interpretation, and reporting of county information is increasing.
- The public's knowledge of government operations and desire for accountability is increasing.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
INTERNAL AUDIT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
AUDIT SERVICES	$ 504,206	$ 14,217	$ -	$ 518,423	$ 75
MANAGEMENT SERVICES	118,134	1,875	-	120,009	-
ADMINISTRATIVE SERVICES PROGRA	334,715	5,310	-	340,025	-
INFORMATION TECHNOLOGY PROGRAM	-	-	-	-	-
UNALLOCATED/INDIRECT COSTS	29,534	6,167	-	35,701	-
Total	$ 986,589	$ 27,569	$ -	$ 1,014,158	$ 75

Key Performance Measures

Program Name: Audit Services Program

Program Purpose: The purpose of the Audit Services Program is to provide independent assessments and recommendations to the Board of Supervisors and County management so they can make informed and fiscally prudent decisions.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of IA recommendations concurred with by clients	0.98	0.99	98.6	95
Percent of IA recommendations implemented within three years after the report has been issued	0	0	96	95
Percent satisfaction rating from Board and County Mgmt with audit reports	0.87	0.89	97.5	90
Economic impact of audit work	3,000,000	4,900,000	6,608,664	3,000,000

Internal Audit (Continued)

Program Name: Management Services Program

Program Purpose: The purpose of the Management Services Program is to provide strategic information and education to County officials and employees so that they can perform their jobs more effectively

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent satisfaction rating from customers indicating educational efforts (newsletters, courses, etc.) help them do their job more effectively	0	0	N/A	90
Percent overall approval rating by the Board of Supervisors and key County management of Internal Audit's strategic information reports	0.87	0.89	98.25	90
Percent satisfaction rating from customers indicating consulting services delivered by IA helped them do their job more effectively	0	0	100	90

Mandate Consolidated Financial Data

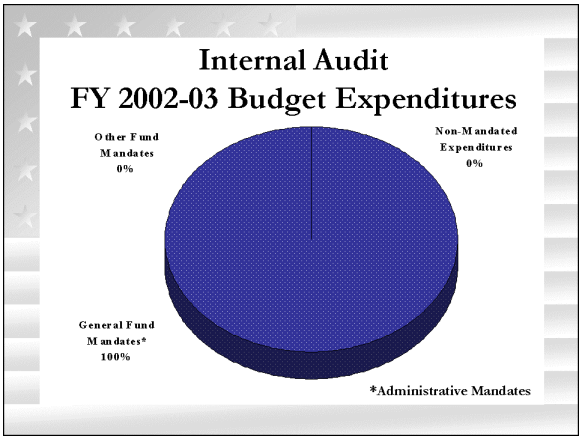
Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 688,695	$ 688,695
FY 1999-00 Actuals	$ 795,525	$ 795,525
FY 2000-01 Actuals	$ 842,862	$ 842,862
FY 2001-02 Estimate	$ 975,863	$ 975,863
FY 2002-03 Adopted Budget	$ 1,014,158	$ 1,014,158

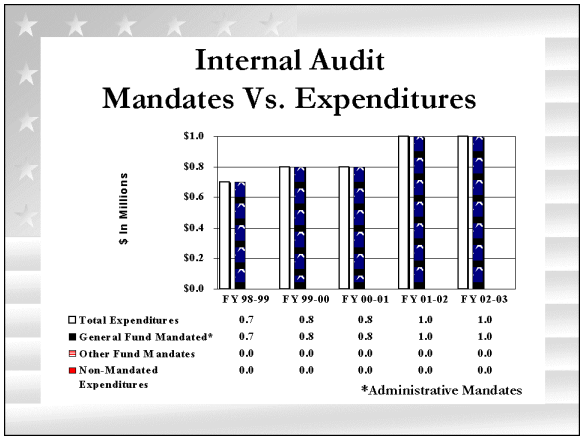
Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 13,107	$ 13,107
FY 1999-00 Actuals	$ 15,260	$ 15,260
FY 2000-01 Actuals	$ 15,767	$ 15,767
FY 2001-02 Estimate	$ 15,756	$ 15,756
FY 2002-03 Adopted Budget	$ 12,000	$ 12,000

Total Administrative Mandates	General Fund	Total
FY 1998-99 Actuals	$ 678,695	$ 678,695
FY 1999-00 Actuals	$ 780,265	$ 780,265
FY 2000-01 Actuals	$ 935,762	$ 935,762
FY 2001-02 Estimate	$ 984,722	$ 984,722
FY 2002-03 Adopted Budget	$ 1,002,158	$ 1,002,158

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Internal Audit (Continued)





Mandate Information

TITLE	Federal Grants Sub-recipient Monitoring for Compliance with the Single Audit Act
AUTHORITY	Federal Single Audit Act and Amendments of 1996; Federal Office of Management and Budget Circular A-133
HISTORY/ BACKGROUND	Internal Audit monitors compliance of federal grant sub-recipients with the Single Audit Act and OMB Circular A-133. Internal Audit also consults with County departments concerning Single Audit Act requirements.
MANDATE DESCRIPTION	Maricopa County, as a pass-through organization, must ensure that any sub-recipients spending $300,000 or more in federal awards during the sub-recipients fiscal year have an audit performed in accordance with OMB Circular A-133.

Federal Grants Sub-recipient Monitoring for Compliance with the Single Audit Act	General Fund	Total
FY 1998-99 Actuals	$ 13,107	$ 13,107
FY 1999-00 Actuals	$ 15,260	$ 15,260
FY 2000-01 Actuals	$ 15,767	$ 15,767
FY 2001-02 Estimate	$ 15,756	$ 15,756
FY 2002-03 Adopted Budget	$ 12,000	$ 12,000

Internal Audit (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
230 INTERNAL AUDIT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 986,589	$ 27,569	$ -	$ 1,014,158	$ 75
SUB-TOTAL	$ 986,589	$ 27,569	$ -	$ 1,014,158	$ 75
TOTAL FUNDS	$ 986,589	$ 27,569	$ -	$ 1,014,158	$ 75

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

230 INTERNAL AUDIT

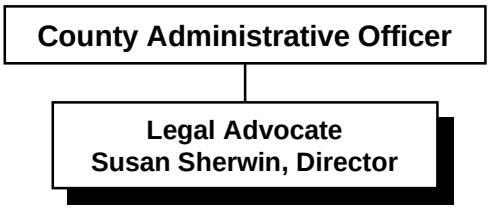
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	-	-	-	241	75	75	75	
Total Revenue	$ -	$ -	$ -	$ 241	$ 75	$ 75	$ 75	
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 740,246	$ 812,475	$ 814,933	$ 810,700	$ 814,140	$ 823,961	$ (9,028)	-1%
705 TEMPORARY PAY	7,719	5,000	2,215	2,791	2,000	1,990	225	10%
710 OVERTIME	11,716	-	-	-	-	-	-	
750 FRINGE BENEFITS	133,393	155,510	152,839	152,988	171,321	172,638	(19,799)	-13%
795 PERSONNEL SERVICES ALLOC OUT	(111,264)	(10,000)	(12,000)	(13,239)	(12,000)	(12,000)	-	0%
SubTotal	$ 781,810	$ 962,985	$ 957,987	$ 953,240	$ 975,461	$ 986,589	$ (28,602)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 6,538	$ 7,550	$ 7,250	$ 5,289	$ 6,250	6,250	1,000	14%
804 NON-CAPITAL EQUIPMENT	22,775	-	-	-	-	-	-	
812 OTHER SERVICES	5,177	6,340	5,340	3,996	3,840	3,839	1,501	28%
820 RENT & OPERATING LEASES	1,509	1,800	1,800	1,344	1,800	1,800	-	0%
825 REPAIRS AND MAINTENANCE	265	1,000	1,000	-	500	500	500	50%
839 INTERNAL SERVICE CHARGES	3,853	4,197	3,995	5,391	5,496	5,496	(1,501)	-38%
842 TRAVEL & EDUCATION	14,538	10,650	9,650	6,500	9,483	9,481	169	2%
843 POSTAGE/FREIGHT/SHIPPING	210	200	200	103	200	203	(3)	-2%
SubTotal	$ 54,865	$ 31,737	$ 29,235	$ 22,623	$ 27,569	$ 27,569	$ 1,666	6%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	6,187	-	-	-	-	-	-	
SubTotal	$ 6,187	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 842,862	$ 994,722	$ 987,222	$ 975,863	$ 1,003,030	$ 1,014,158	$ (26,936)	-3%
Operating Balance (Rev. - Exp.)	$ (842,862)	$ (994,722)	$ (987,222)	$ (975,622)	$ (1,002,955)	$ (1,014,083)	$ (26,861)	-3%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
230 INTERNAL AUDIT

WORKING TITLE	FTE
ASSOCIATE AUDITOR	6.0
AUDIT MANAGER	4.0
COUNTY AUDITOR	1.0
OFFICE MANAGER	1.0
PERFORMANCE MEASURES AUDITOR	1.0
SENIOR AUDITOR	2.0
STAFF AUDITOR	1.0
TOTAL	**16.0**

Legal Advocate



Mission

The mission of the Office of the Legal Advocate is to provide the highest quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Goals

- The goal of the Office of the Legal Advocate is to provide the highest quality legal representation to our clients while increasing efficiency and meeting the relevant rules of procedure.
- By July 1, 2002, the goal of the Office of the Legal Advocate is to identify the factors to be measured in order to meaningfully weight felony cases.
- By July 1, 2003, the goal of the Office of the Legal Advocate is to develop a case weighting system that will allow meaningful caseload comparisons using the factors identified.
- By July 1, 2002, the goal of the Office of the Legal Advocate is to establish benchmarks for quality representation based upon effectiveness and stakeholder satisfaction.
- By July 1, 2003, the goal of the Office of the Legal Advocate is to realize a 5% increase in quality representation as measured by the established benchmarks.

Issues

- The courts' continued emphasis on moving cases more quickly will reduce efficiency, resulting in less time and resources available to assist clients, reducing the quality of legal representation, and increasing stress and staff turnover.
- The County's pay and benefits have not kept pace with the private sector, resulting in fewer qualified applicants and increased turnover.
- The rapid increase in population and increased emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- Rapid changes in technology and increased sharing of case information within the system will increase administrative efficiencies and reduce duplication of data entry.
- The current budget structure for the indigent defense agency creates potential ethical conflicts, reduces efficiencies, promotes confusion, and generates inappropriate competition for available funds.

Legal Advocate (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
LEGAL ADVOCATE
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CRIMINAL DEFENSE PROGRAM	$ 1,517,898	$ 581,690	$ -	$ 2,099,588	$ 36,000
NON-CRIMINAL REPRESENTATION PR	787,461	126,403	-	913,864	14,842
ADMINISTRATIVE SERVICES PROGRA	479,174	43,420	-	522,594	-
UNALLOCATED/INDIRECT COSTS	266,124	33,654	7,857	307,635	-
Total	$ 3,050,657	$ 785,167	$ 7,857	$ 3,843,681	$ 50,842

Key Performance Measures

Program Name: Criminal Defense Program

Program Purpose: The purpose of the Criminal Defense Program is to provide legal defense services to assigned indigent clients charged with criminal offenses so that they can obtain the most favorable result under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Appeals Briefs Completed Within 45-Day Due Date	N/A	N/A	46.44	47

Program Name: Non-Criminal Representation Program

Program Purpose: The purpose of the Non-Criminal Representation Program is to provide legal representation to assigned indigent persons in non-criminal matters so that their legal interests are protected.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Superior Court Mental Health Matters Concluded Within 30 Days	N/A	N/A	99.9	99.9

Program Name: Pd Juvenile Adjudication And Incorrigibility Program

Program Purpose: The purpose of the PD Juvenile Adjudication and Incorrigibility Program is to provide legal representation to indigent juvenile clients accused of delinquent or incorrigible acts so they can obtain the most favorable resolution to their cases under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Cases with a Disposition Less Than the Original Charge	N/A	N/A	80.3	80

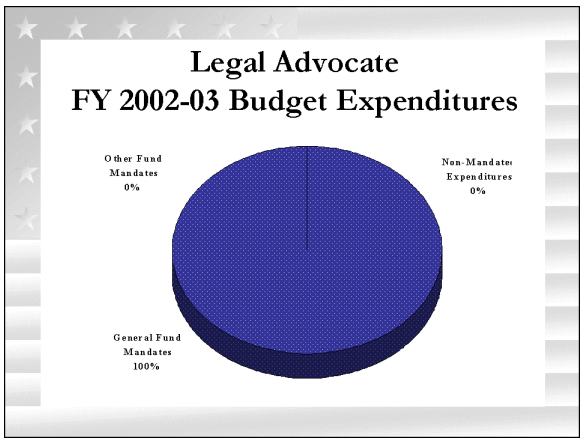
Legal Advocate (Continued)

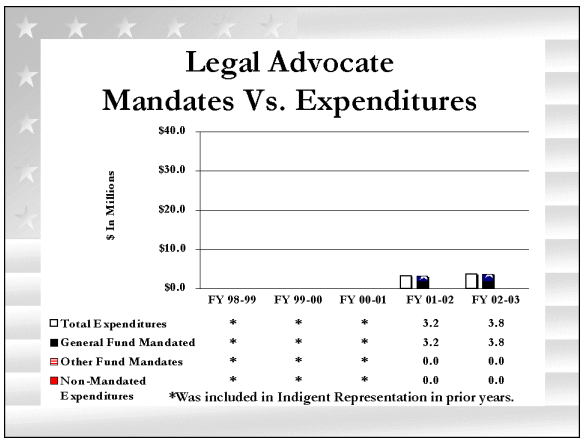
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	N/A	N/A	N/A
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Estimate	$ 3,241,271	$ 7,420	$ 3,248,691
FY 2002-03 Adopted Budget	$ 3,828,839	$ 14,842	$ 3,843,681

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 3,066,775	$ 25,442	$ 3,092,217
FY 2002-03 Adopted Budget	$ 3,828,839	$ 14,842	$ 3,843,681

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incorrigible Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.

Legal Advocate (Continued)

MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.
TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Legal Advocate (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
550 LEGAL ADVOCATE

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,035,815	$ 785,167	$ 7,857	$ 3,828,839	$ 36,000
SPECIAL REVENUE	14,842	-	-	14,842	14,842
SUB-TOTAL	$ 3,050,657	$ 785,167	$ 7,857	$ 3,843,681	$ 50,842
TOTAL FUNDS	$ 3,050,657	$ 785,167	$ 7,857	$ 3,843,681	$ 50,842

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

550 LEGAL ADVOCATE

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	-	29,686	29,686	14,842	14,842	14,842	(14,844)	-50%
620 OTHER INTERGOVERNMENTAL	-	-	40,000	34,285	36,000	36,000	(4,000)	-10%
Total Revenue	$ -	$ 29,686	$ 69,686	$ 49,127	$ 50,842	$ 50,842	$ (18,844)	-27%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,425,782	$ 1,929,924	$ 2,440,869	$ 2,079,934	$ 2,570,617	$ 2,552,947	$ (112,078)	-5%
705 TEMPORARY PAY	52,932	-	-	26,009	-	-	-	
710 OVERTIME	2,501	-	-	41	10	10	(10)	
750 FRINGE BENEFITS	221,863	335,716	406,181	285,623	483,241	482,858	(76,677)	-19%
790 OTHER PERSONNEL SERVICES	-	-	-	1,119	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	29,686	29,686	7,420	14,842	14,842	14,844	50%
SubTotal	$ 1,703,078	$ 2,295,326	$ 2,876,736	$ 2,400,146	$ 3,068,710	$ 3,050,657	$ (173,921)	-6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 24,543	$ 44,597	$ 105,634	$ 83,504	$ 131,052	47,599	58,035	55%
803 FUEL	-	1,500	1,500	-	1,500	1,500	-	0%
804 NON-CAPITAL EQUIPMENT	121,905	-	-	-	-	690	(690)	
810 LEGAL SERVICES	25,436	164,121	378,517	356,535	379,642	379,642	(1,125)	0%
812 OTHER SERVICES	25,060	19,384	19,384	55,820	19,384	16,203	3,181	16%
820 RENT & OPERATING LEASES	192,417	259,074	253,765	270,485	206,713	282,666	(28,901)	-11%
825 REPAIRS AND MAINTENANCE	-	1,000	1,000	498	1,000	-	1,000	100%
839 INTERNAL SERVICE CHARGES	9,191	10,840	10,840	11,671	10,840	11,092	(252)	-2%
842 TRAVEL & EDUCATION	38,773	46,505	43,775	66,113	43,775	43,775	-	0%
843 POSTAGE/FREIGHT/SHIPPING	-	2,000	2,000	3,619	2,000	2,000	-	0%
SubTotal	$ 437,325	$ 549,021	$ 816,415	$ 848,245	$ 795,906	$ 785,167	$ 31,248	4%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	15,131	-	-	-	-	-	-	
950 DEBT SERVICE	-	-	1,125	300	-	7,857	(6,732)	-598%
SubTotal	$ 15,131	$ -	$ 1,125	$ 300	$ -	$ 7,857	$ (6,732)	-598%
Total Expenditures	$ 2,155,534	$ 2,844,347	$ 3,694,276	$ 3,248,691	$ 3,864,616	$ 3,843,681	$ (149,405)	-4%
Operating Balance (Rev. - Exp.)	$ (2,155,534)	$ (2,814,661)	$ (3,624,590)	$ (3,199,564)	$ (3,813,774)	$ (3,792,839)	$ (168,249)	-5%

Legal Advocate (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 550 LEGAL ADVOCATE	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT	2.0
ADMINISTRATIVE COORDINATOR	1.0
ADMINISTRATOR	0.8
CLIENT SERVICES ASSISTANT	1.0
CLIENT SERVICES COORDINATOR	7.0
DEFENDER ATTORNEY	21.0
DEFENDER ATTORNEY - DEPUTY	1.0
DEFENDER ATTORNEY - DIV CHIEF	1.0
DEFENDER INVESTIGATOR	2.0
DEFENDER SENIOR COUNSEL	2.0
LEGAL ADVOCATE	1.0
LEGAL ASSISTANT	2.0
LEGAL ASSISTANT SUPERVISOR	1.0
LEGAL SECRETARY	6.5
LITIGATION ASSISTANT	1.0
MITIGATION SPECIALIST	1.0
TOTAL	**51.3**

Legal Defender

County Administrative Officer

Legal Defender
Robert S. Briney, Director

Mission

The mission of the Office of the Legal Defender is to provide the highest quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Goals

- The goal of the Office of the Legal Defender is to provide the highest quality legal representation to our clients while increasing efficiency and meeting the relevant rules of procedure.
- By July 1, 2002, the goal of the Office of the Legal Defender is to resolve to disposition 90% of all regular felony cases within 180 days of arraignment or case assignment with no reduction in the quality of legal representation.
- By July 1, 2003, the goal of the Office of the Legal Defender is to achieve a 5% increase over the baseline established by the FY2002 customer satisfaction survey.

Issues

- The courts' continued emphasis on moving cases more quickly will reduce efficiency, resulting in less time and resources available to assist clients, reducing the quality of legal representation, and increasing stress and staff turnover.
- The County's pay and benefits have not kept pace with the private sector, resulting in fewer qualified applicants and increased turnover.
- The rapid increase in population and increased emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- Rapid changes in technology and increased sharing of case information within the system will increase administrative efficiencies and reduce duplication of data entry.
- The current budget structure for the indigent defense agency creates potential ethical conflicts, reduces efficiencies, promotes confusion, and generates inappropriate competition for available funds.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
LEGAL DEFENDER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CRIMINAL DEFENSE PROGRAM	$ 2,444,840	$ 266,334	$ -	$ 2,711,174	$ 64,500
NON-CRIMINAL REPRESENTATION PR	781,014	57,104	-	838,118	-
ADMINISTRATIVE SERVICES PROGRA	409,343	49,176	-	458,519	40,000
INFORMATION TECHNOLOGY PROGRAM	76,160	-	-	76,160	-
UNALLOCATED/INDIRECT COSTS	627,416	366,189	357	993,962	-
Total	$ 4,338,773	$ 738,803	$ 357	$ 5,077,933	$ 104,500

Legal Defender (Continued)

Key Performance Measures

Program Name: Criminal Defense Program

Program Purpose: The purpose of the Criminal Defense Program is to provide legal defense services to assigned indigent clients charged with criminal offenses so that they can obtain the most favorable result under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Appeals Briefs Completed Within 45-Day Due Date	N/A	N/A	46.44	47

Program Name: Non-Criminal Representation Program

Program Purpose: The purpose of the Non-Criminal Representation Program is to provide legal representation to assigned indigent persons in non-criminal matters so that their legal interests are protected.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Superior Court Mental Health Matters Concluded Within 30 Days	N/A	N/A	99.9	99.9

Program Name: Pd Juvenile Adjudication And Incorrigibility Program

Program Purpose: The purpose of the PD Juvenile Adjudication and Incorrigibility Program is to provide legal representation to indigent juvenile clients accused of delinquent or incorrigible acts so they can obtain the most favorable resolution to their cases under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Cases with a Disposition Less Than the Original Charge	N/A	N/A	80.3	80

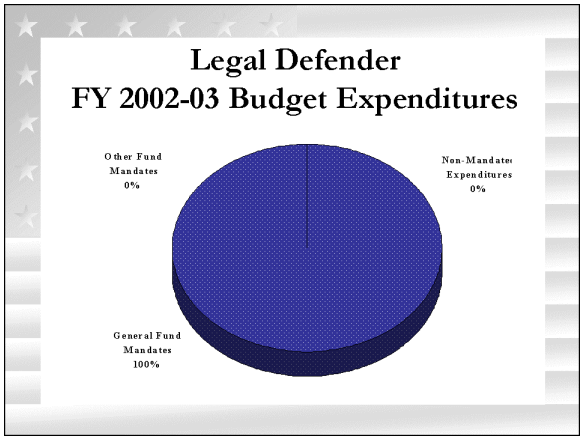
Mandate Consolidated Financial Data

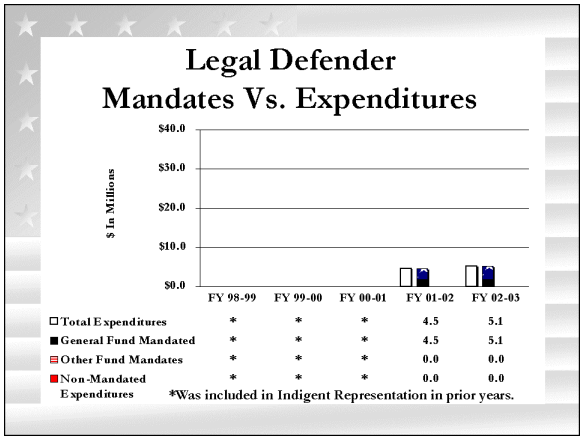
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	N/A	N/A	N/A
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Estimate	$ 4,394,951	$ 59,947	$ 4,454,898
FY 2002-03 Adopted Budget	$ 4,997,933	$ 80,000	$ 5,077,933

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 4,394,951	$ 59,947	$ 4,454,898
FY 2002-03 Adopted Budget	$ 4,997,933	$ 80,000	$ 5,077,933

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Legal Defender (Continued)





Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incorrigible Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.
MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.

Legal Defender (Continued)

TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Administrative Services Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 550,148	$ 24,947	$ 575,094
FY 2002-03 Adopted Budget	$ 426,616	$ 40,000	$ 466,616

Information Technology Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ 77,662	$ -	$ 77,662

Non-Program Personnel Expenses	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -		$ -
FY 2002-03 Adopted Budget	$ 611,254	$ -	$ 611,254

Criminal Represenation Program (Adult Criminal Representation)	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 2,957,151	$ 35,000	$ 2,992,151
FY 2002-03 Adopted Budget	$ 3,068,571	$ 40,000	$ 3,108,571

Legal Defender (Continued)

Non-Criminal Representation Program (Dependency)	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 887,652	$ -	$ 887,652
FY 2002-03 Adopted Budget	$ 813,830	$ -	$ 813,830

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED

540 LEGAL DEFENDER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 4,298,825	$ 698,751	$ 357	$ 4,997,933	$ 24,500
SPECIAL REVENUE	39,948	40,052	-	80,000	80,000
SUB-TOTAL	$ 4,338,773	$ 738,803	$ 357	$ 5,077,933	$ 104,500
TOTAL FUNDS	$ 4,338,773	$ 738,803	$ 357	$ 5,077,933	$ 104,500

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

540 LEGAL DEFENDER

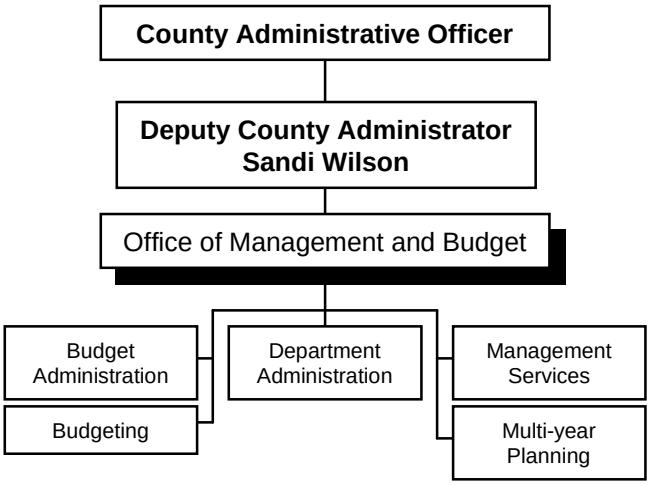
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	39,650	84,200	84,200	39,000	80,000	80,000	(4,200)	-5%
620 OTHER INTERGOVERNMENTAL	-	-	20,000	62,973	24,500	24,500	4,500	23%
635 OTHER CHARGES FOR SERVICES	10,500	-	-	-	-	-	-	
Total Revenue	$ 50,150	$ 84,200	$ 104,200	$ 101,973	$ 104,500	$ 104,500	$ 300	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,937,302	$ 3,236,778	$ 3,354,872	$ 3,310,618	$ 3,373,996	$ 3,426,316	$ (71,444)	-2%
705 TEMPORARY PAY	229,719	127,000	124,000	168,091	123,500	123,500	500	0%
710 OVERTIME	12,026	1,718	1,402	604	-	-	1,402	100%
750 FRINGE BENEFITS	501,410	567,018	582,036	600,271	653,856	668,442	(86,406)	-15%
790 OTHER PERSONNEL SERVICES	-	-	-	6,060	5,818	120,515	(120,515)	
SubTotal	$ 3,680,457	$ 3,932,514	$ 4,062,310	$ 4,085,644	$ 4,157,170	$ 4,338,773	$ (276,463)	-7%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 58,031	$ 55,000	$ 55,000	$ 77,943	$ 79,202	79,202	(24,202)	-44%
803 FUEL	2,631	1,783	1,783	1,990	2,027	1,812	(29)	-2%
804 NON-CAPITAL EQUIPMENT	47,118	24,597	24,597	2,687	24,250	24,830	(233)	-1%
810 LEGAL SERVICES	33,394	463,864	463,864	499,579	507,364	507,364	(43,500)	-9%
812 OTHER SERVICES	75,606	77,827	71,062	35,022	35,500	32,338	38,724	54%
820 RENT & OPERATING LEASES	168,345	42,172	42,172	16,307	15,500	15,500	26,672	63%
825 REPAIRS AND MAINTENANCE	2,463	1,215	1,215	1,741	1,500	1,500	(285)	-23%
839 INTERNAL SERVICE CHARGES	38,799	15,345	15,345	8,100	7,200	6,918	8,427	55%
842 TRAVEL & EDUCATION	53,005	89,946	89,946	74,030	61,839	61,839	28,107	31%
843 POSTAGE/FREIGHT/SHIPPING	293	8,000	8,000	6,846	7,500	7,500	500	6%
SubTotal	$ 479,685	$ 779,749	$ 772,984	$ 724,245	$ 741,882	$ 738,803	$ 34,181	4%
CAPITAL OUTLAY								
950 DEBT SERVICE	-	-	-	900	-	357	(357)	
SubTotal	$ -	$ -	$ -	$ 900	$ -	$ 357	$ (357)	
Total Expenditures	$ 4,160,142	$ 4,712,263	$ 4,835,294	$ 4,810,789	$ 4,899,052	$ 5,077,933	$ (242,639)	-5%
Operating Balance (Rev. - Exp.)	$ (4,109,992)	$ (4,628,063)	$ (4,731,094)	$ (4,708,816)	$ (4,794,552)	$ (4,973,433)	$ (242,339)	-5%

Legal Defender (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 540 LEGAL DEFENDER	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT	6.0
ADMINISTRATIVE COORDINATOR	1.0
ADMINISTRATOR	1.0
ASSIGNMENT COORDINATOR	1.0
CASE PREPARATION MANAGER	4.0
CLERK	3.0
CLERK/RECEPTIONIST	1.0
CLIENT SERVICES ASSISTANT	3.0
CLIENT SERVICES COORDINATOR	2.0
DEFENDER ATTORNEY	26.0
DEFENDER INVESTIGATOR	6.0
DEFENDER SENIOR COUNSEL	5.0
LEGAL ASSISTANT	1.0
LEGAL ASSISTANT SUPERVISOR	1.0
LEGAL DEFENDER	1.0
LEGAL SECRETARY	4.0
MITIGATION SPECIALIST	1.0
PROCESS SERVER	1.0
SYSTEM PROGRAM MANAGER	1.0
TOTAL	**69.0**

Management and Budget



Mission

The mission of the Office of Management and Budget (OMB) is to provide organizational and strategic leadership and consultation for the Board of Supervisors so that they can make well-informed policy and budgetary decisions.

Goals

- Reduce pre-AHCCCS (Arizona Health Care Cost Containment System) costs by FY 2003 while maintaining appropriate access to health care for the indigent.
- Maintain County expenditures within the constitutional limits set by the voters in 1998 through FY 2004.
- 100% of County departments/agencies will be actively Managing for Results (MFR) by CY 2002.
- Management will use results-based performance information to make program and policy decisions by FY 2002.
- The entire County will be fully engaged in Budgeting for Results by FY 2003.
- Maricopa County will continue to improve its positive public image based on results achieved.
- Decrease department average annual turnover to less than or equal to the overall County turnover rate by end of FY02.

Issues

- The implementation of MFR and its focus on linking strategic planning efforts to the budget/accounting system will cause OMB to significantly change the way we do business through increased coordination of information, and partnerships with departments.
- High employee turnover rates leads to lower productivity, impaired working relations with departments, and lower overall quality of service.
- The constitutionally mandated expenditure limit will challenge OMB to address spending growth and increasing service demands.
- Rising indigent health care service costs will make it increasingly difficult for OMB to make budget recommendations for all other county programs within current revenue and expenditure limits.

Management and Budget (Continued)

- The rising costs of administering justice will require OMB to partner with criminal justice agencies to identify management strategies that will increase effectiveness and streamline processes.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
MANAGEMENT & BUDGET
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUDGET ADMINISTRATION	$ 318,498	$ -	$ -	$ 318,498	$ -
BUDGETING PROGRAM	541,830	30,000	-	571,830	-
MANAGEMENT SERVICES	173,436	20,000	-	193,436	-
MULTI-YEAR PLANNING PROGRAM	145,755	77,291	-	223,046	-
ADMINISTRATIVE SERVICES PROGRA	160,227	1,577	-	161,804	-
UNALLOCATED/INDIRECT COSTS	105,750	12,996	-	118,746	-
Total	$ 1,445,496	$ 141,864	$ -	$ 1,587,360	$ -

Key Performance Measures

Program Name: Budget Administration

Program Purpose: The purpose of the Budget Administration Program is to provide budget-related approvals, recommendations, and monitoring for the Board of Supervisors so that they can hold departments accountable for staying within approved budgets and achieving results.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of departments that stay within approved (by fund type) FY budget allocations	N/A	N/A	84.2	100

Program Name: Budgeting Program

Program Purpose: The purpose of the Budgeting Program is to provide an annual budget to the Board of Supervisors so they can effectively manage the County resources.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Board satisfied that info provided was what they needed to make informed decisions	N/A	100	100	100

Program Name: Management Services

Program Purpose: The purpose of the Management Services Program is to provide information and consultation services to County management and the general public so that they can make informed decisions and form opinions.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of respondents who report that the information provided helped them form educated opinions and/or make informed decisions	N/A	100	100	100

Management and Budget (Continued)

Program Name: Multi-year Planning Program

Program Purpose: The purpose of the Multi-year Planning Program is to provide forecasting and strategic planning services to the Board of Supervisors so they can set policy and make strategic decisions.

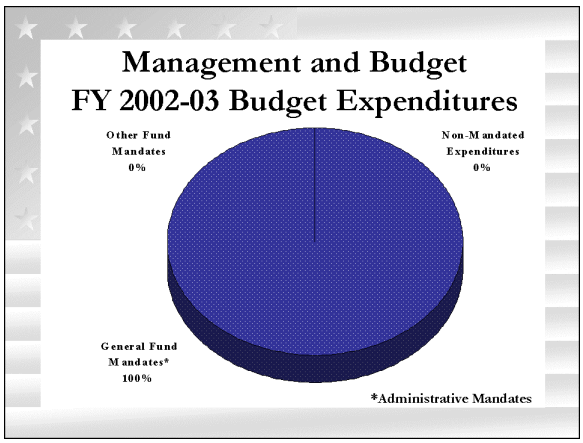
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of forecasts (most likely scenario) within 10% of actual	N/A	N/A	N/A	100

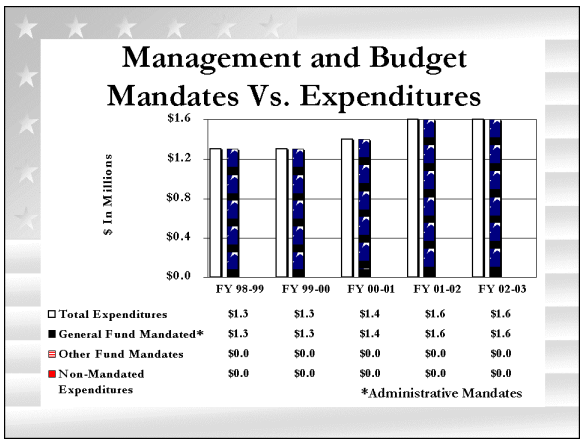
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,254,622	$ 1,254,622
FY 1999-00 Actuals	$ 1,337,623	$ 1,337,623
FY 2000-01 Actuals	$ 1,372,435	$ 1,372,435
FY 2001-02 Estimate	$ 1,556,107	$ 1,556,107
FY 2002-03 Adopted Budget	$ 1,587,360	$ 1,587,360

Total Administrative Mandates	General Fund	Total
FY 1998-99 Actuals	$ 1,254,622	$ 1,254,622
FY 1999-00 Actuals	$ 1,337,623	$ 1,337,623
FY 2000-01 Actuals	$ 1,372,435	$ 1,372,435
FY 2001-02 Estimate	$ 1,556,107	$ 1,556,107
FY 2002-03 Adopted Budget	$ 1,587,360	$ 1,587,360

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Management and Budget (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
490 MANAGEMENT & BUDGET

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,445,496	$ 141,864	$ -	$ 1,587,360	$ -
SUB-TOTAL	$ 1,445,496	$ 141,864	$ -	$ 1,587,360	$ -
TOTAL FUNDS	$ 1,445,496	$ 141,864	$ -	$ 1,587,360	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

490 MANAGEMENT & BUDGET

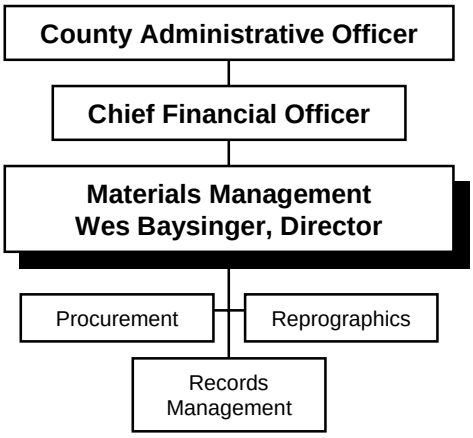
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	20	-	-	-	-	-	-	
Total Revenue	$ 20	$ -	$ -	$ -	$ -	$ -	$ -	
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 972,164	$ 1,164,398	$ 1,038,930	$ 972,203	$ 1,033,330	$ 1,033,332	$ 5,598	1%
705 TEMPORARY PAY	1,560	13,000	3,000	30,066	-	-	3,000	100%
710 OVERTIME	6,927	-	-	-	-	-	-	
750 FRINGE BENEFITS	154,184	185,868	163,813	177,237	192,162	192,164	(28,351)	-17%
790 OTHER PERSONNEL SERVICES	-	-	-	13,677	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(128,605)	(76,917)	(6,508)	-	-	-	(6,508)	-100%
796 PERSONNEL SERVICES ALLOC IN	182,835	220,000	220,000	216,423	220,000	220,000	-	0%
SubTotal	$ 1,189,065	$ 1,506,349	$ 1,419,235	$ 1,409,606	$ 1,445,492	$ 1,445,496	$ (26,261)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 57,270	$ 41,000	$ 37,000	$ 29,248	$ 37,500	37,496	(496)	-1%
810 LEGAL SERVICES	-	-	-	3	-	-	-	
812 OTHER SERVICES	98,150	112,000	87,014	81,564	80,868	80,868	6,146	7%
825 REPAIRS AND MAINTENANCE	44	5,000	2,100	91	1,000	1,000	1,100	52%
839 INTERNAL SERVICE CHARGES	13,356	23,000	22,000	20,764	22,000	22,000	-	0%
842 TRAVEL & EDUCATION	14,550	3,400	3,400	14,288	-	-	3,400	100%
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	543	500	500	(500)	
SubTotal	$ 183,370	$ 184,400	$ 151,514	$ 146,501	$ 141,868	$ 141,864	$ 9,650	6%
CAPITAL OUTLAY								
Total Expenditures	$ 1,372,435	$ 1,690,749	$ 1,570,749	$ 1,556,107	$ 1,587,360	$ 1,587,360	$ (16,611)	-1%
Operating Balance (Rev. - Exp.)	$ (1,372,415)	$ (1,690,749)	$ (1,570,749)	$ (1,556,107)	$ (1,587,360)	$ (1,587,360)	$ (16,611)	-1%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
490 MANAGEMENT & BUDGET

WORKING TITLE	FTE
ADMINISTRATIVE COORDINATOR III	2.0
BUDGET MANAGER	1.0
DEPUTY COUNTY ADMINISTRATOR	1.0
EXECUTIVE INFORMATION MANAGER	1.0
FISCAL MANAGEMENT ANALYST	1.0
MANAGEMENT & BUDGET ANALYST	8.0
MANAGEMENT & BUDGET COORDINATOR	3.0
SENIOR FISCAL CONSULTANT	1.0
TOTAL	**18.0**

Materials Management



Mission

The mission of Materials Management is to provide strategic procurement and records managment services, delegated tactical procurement direction and oversight, and graphic communication services to County departments so they can achieve their goals and exceed the Public's performance expectations.

Vision

Through innovation and leadership Materials Management will champion the transition to e-business.

Goals

- Reduce procurement transactional costs by a measurable amount over the next five years.
- Establish a graphics communication operation responsive to changing client needs while remaining the lowest cost alternative by June 2004.
- Establish a communications infrastructure to convey knowledge and values between Materials Management and its clients by June 2004.
- Materials Management will implement processes to facilitate change and successfully transition to E-Procurement and subsequently E-Government by June 2003.
- Recruit and retain knowledge workers at an annual attrition rate equal to or less than 10%.
- Increase partnerships with other governmental entities to leverage resources and buying power that support our clients' ability to achieve their goals.

Issues

- The value of progressive procurement, records management and graphic communications is not recognized therefore Materials Management finds it difficult to enlist the support of Senior County management and our customers for dramatic and substantive change.
- Shrinking procurement resources and constantly increasing demands will result in a significantly lower level of service from Materials Management thereby negatively affecting our customers' ability to achieve their goals.
- The transition to e-government to meet citizen expectations will stretch Materials Management's meager staff and limit our ability to provide strategic consulting services to their customers.

Materials Management (Continued)

- The ability to meet the challenges that confront Materials Management and the County from increased citizen demands and a changing business environment will be of limited success because of the lack of an aggressive strategy for facilitating change.
- Materials Management's inability to consistently attract highly qualified employees and retain our core competencies will decrease our ability to meet customer needs and reduce operational costs.
- The restrictive nature of statutory and procurement code requirements will limit the County's ability to effectively implement innovative procurement solutions.
- The lack of required employee knowledge and skills will limit the successful delegation of tactical procurement responsibilities to departments and our ability to refocus on providing proactive strategic value added services.
- The lack of dedicated resources to manage organizational change and provide continuous training for customers, vendors and staff will significantly increase the risk of failure in implementing electronic procurement.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
MATERIALS MANAGEMENT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUSINESS SERVICES	$ 846,600	$ 420,061	$ 46,709	$ 1,313,370	$ 980,775
CONSULTING	298,409	5,275	-	303,684	-
SYSTEMS & SUPPORT	175,942	10,866	-	186,808	-
ADMINISTRATIVE SERVICES PROGRA	179,540	44,380	-	223,920	-
UNALLOCATED/INDIRECT COSTS	212,210	1,795	-	214,005	-
Total	$ 1,712,701	$ 482,377	$ 46,709	$ 2,241,787	$ 980,775

Key Performance Measures

Program Name: Business Services

Program Purpose: The purpose of the Materials Management Business Services program is to provide products and services associated with graphics, procurement and records management to clients and the public so that they can satisfy their customers needs and obtain high quality competitively priced products and services, resulting in cost-effective government programs.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of clients satisfied with Graphic Communications Manufactured Products	N/A	N/A	N/A	75
Percent of clients satisfied with Graphic Communications Contract services	N/A	N/A	N/A	75
Percent of clients satisfied with procurement products provided	N/A	N/A	N/A	75
Percent of clients satisfied with records management products provided	N/A	N/A	N/A	75

Materials Management (Continued)

Program Name: Consulting

Program Purpose: The Purpose of the Materials Management Consulting program is to provide training and customer support services to clients and the public so that they can meet their goals, participate in county contracting activities and deliver high quality competitively priced products and services.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of clients trained and who successfully pass course assessment	N/A	N/A	N/A	86
Percent of clients satisfied with Graphic Communications consulting results	N/A	N/A	N/A	75
Percent of clients satisfied with Procurement consulting services	N/A	N/A	N/A	75
Percent of Procurement training classes meeting demand	N/A	N/A	N/A	45
Percent of clients satisfied with Records Management consulting results	N/A	N/A	N/A	75
Percent of Records Management training classes meeting demand	N/A	N/A	N/A	100

Program Name: Systems and Support

Program Purpose: The purpose of the Materials Management System Support program is to provide technology solutions to clients and the public so that they can access information and process business transactions that support the achievement of their goals without geographic constraints.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of clients satisfied with system and support services	N/A	N/A	100	75
Percent of clients satisfied with Procurement System and Support services	N/A	N/A	80	70
Percent of clients satisfied with Records Management System and Support services	N/A	N/A	100	70

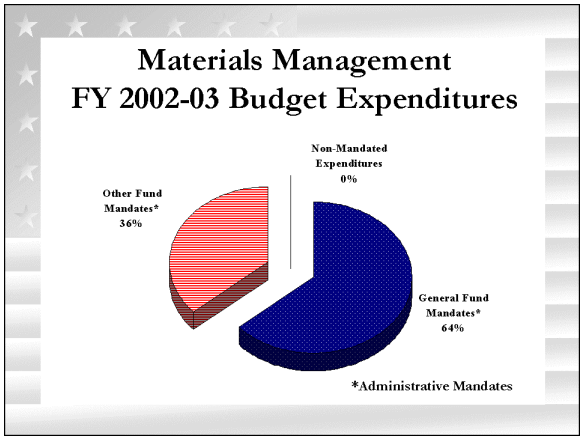
Mandate Consolidated Financial Data

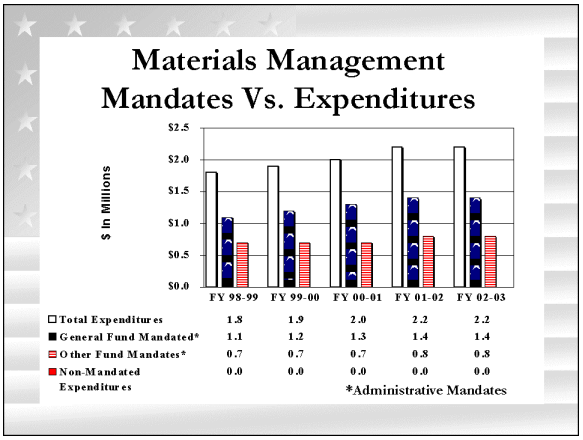
Total Department Expenditures	General Fund	Internal Service	Total
FY 1998-99 Actuals	$ 1,117,124	$ 709,019	$ 1,826,143
FY 1999-00 Actuals	$ 1,249,299	$ 657,488	$ 1,906,787
FY 2000-01 Actuals	$ 1,291,013	$ 724,113	$ 2,015,126
FY 2001-02 Estimate	$ 1,369,448	$ 806,017	$ 2,175,465
FY 2002-03 Adopted Budget	$ 1,380,984	$ 860,803	$ 2,241,787

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1998-99 Actuals	$ 1,117,124	$ 709,019	$ 1,826,143
FY 1999-00 Actuals	$ 1,249,299	$ 657,488	$ 1,906,787
FY 2000-01 Actuals	$ 1,291,016	$ 724,121	$ 2,015,137
FY 2001-02 Estimate	$ 1,382,968	$ 740,275	$ 2,123,243
FY 2002-03 Adopted Budget	$ 1,380,977	$ 860,804	$ 2,241,781

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Materials Management (Continued)





Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
730 MATERIALS MANAGEMENT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,296,607	$ 84,377	$ -	$ 1,380,984	$ 77,000
INTERNAL SERVICE	416,094	398,000	46,709	860,803	903,775
SUB-TOTAL	$ 1,712,701	$ 482,377	$ 46,709	$ 2,241,787	$ 980,775
TOTAL FUNDS	$ 1,712,701	$ 482,377	$ 46,709	$ 2,241,787	$ 980,775

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

730 MATERIALS MANAGEMENT

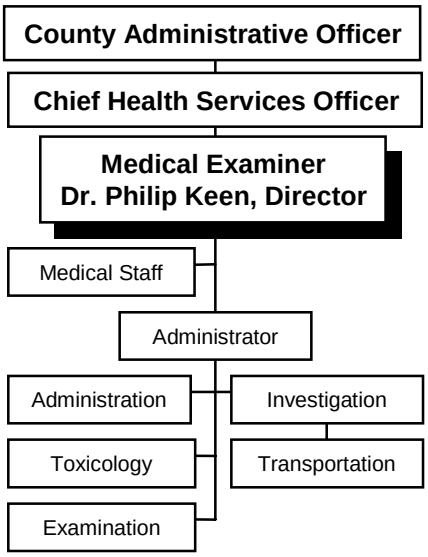
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
636 INTERNAL SERVICE CHARGES	848,905	694,742	900,000	900,000	900,000	900,000	-	0%
650 MISCELLANEOUS REVENUE	158,415	30,775	80,775	80,775	80,775	80,775	-	0%
651 GAIN ON FIXED ASSETS	17,500	-	-	-	-	-	-	
Total Revenue	$ 1,024,820	$ 725,517	$ 980,775	$ 980,775	$ 980,775	$ 980,775	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,312,369	$ 1,371,531	$ 1,371,304	$ 1,392,280	$ 1,394,423	$ 1,439,542	$ (68,238)	-5%
705 TEMPORARY PAY	4,153	6,948	1,500	-	18,250	4,350	(2,850)	-190%
710 OVERTIME	8,000	5,418	3,437	1,326	5,066	5,066	(1,629)	-47%
750 FRINGE BENEFITS	242,887	293,657	290,673	288,506	336,339	316,901	(26,228)	-9%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	-	(53,158)	(53,158)	53,158	
SubTotal	$ 1,567,409	$ 1,677,554	$ 1,666,914	$ 1,682,112	$ 1,700,920	$ 1,712,701	$ (45,787)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 269,523	$ 266,527	$ 253,977	$ 253,977	$ 254,022	253,978	(1)	0%
803 FUEL	658	1,100	447	272	446	300	147	33%
804 NON-CAPITAL EQUIPMENT	35,135	55,000	25,150	25,000	26,500	25,000	150	1%
812 OTHER SERVICES	20,305	56,141	50,466	55,626	49,116	50,468	(2)	0%
825 REPAIRS AND MAINTENANCE	77,195	104,976	95,000	95,000	95,000	95,000	-	0%
839 INTERNAL SERVICE CHARGES	11,803	26,016	10,016	5,600	10,016	9,710	306	3%
842 TRAVEL & EDUCATION	11,658	13,000	5,682	4,072	5,682	4,832	850	15%
843 POSTAGE/FREIGHT/SHIPPING	12	800	8,191	5,000	8,192	5,000	3,191	39%
880 TRANSFERS OUT	21,428	17,666	17,666	17,666	38,091	38,089	(20,423)	-116%
SubTotal	$ 447,717	$ 541,226	$ 466,595	$ 462,213	$ 487,065	$ 482,377	$ (15,782)	-3%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	-	2,223	-	-	-	-	-	
950 DEBT SERVICE	-	-	31,140	31,140	46,709	46,709	(15,569)	-50%
SubTotal	$ -	$ 2,223	$ 31,140	$ 31,140	$ 46,709	$ 46,709	$ (15,569)	-50%
Total Expenditures	$ 2,015,126	$ 2,221,003	$ 2,164,649	$ 2,175,465	$ 2,234,694	$ 2,241,787	$ (77,138)	-4%
Operating Balance (Rev. - Exp.)	$ (990,306)	$ (1,495,486)	$ (1,183,874)	$ (1,194,690)	$ (1,253,919)	$ (1,261,012)	$ (77,138)	-7%

Materials Management (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 730 MATERIALS MANAGEMENT	
WORKING TITLE	**FTE**
ADMINISTRATIVE/OFFICE SPECIALIZED	6.0
ASSISTANT DIRECTOR	1.0
CONTRACT MONITOR	2.0
DEPARTMENTAL HUMAN RESOURCES SPECIALIST	1.0
DIRECTOR	1.0
DISTRIBUTED SYSTEMS PROGRAMMER ANALYST	1.0
FINANCIAL SERVICES ADMINISTRATOR II	1.0
GRAPHICS COMMUNICATIONS MANAGER	1.0
GRAPHICS CONTRACT SPEC	1.0
GRAPHICS EQUIPMENT TECHNICIAN	7.0
GRAPHICS JOB PLANNER	2.0
GRAPHICS PC ANALYST	1.0
LEAD PROCUREMENT CONSULTANT	3.0
PROCUREMENT CONSULTANT	7.0
P-CARD ADMINISTRATOR	2.0
P-CARD MONITOR	1.0
RECORDS MANAGER	1.0
SENIOR BUSNSS SYSTEMS ANALYST	1.0
TOTAL	**40.0**

Medical Examiner



Mission

The Mission of the Office of the Medical Examiner (ME) is to provide medicolegal investigations into all deaths requiring a public inquiry to determine and record the cause and manner of death for the families of the decedent, and the legal and medical community so that they can effect a resolution and have closure, affix responsibility, and protect public health and safety.

Goals

- Improve service to families and other agencies by completing cases within established timeframes by FY 2003, i.e., 90% of cases closed in 45 days and 100% in 90 days.
- By June 2002, implement additional procedures to better secure drugs taken into custody, strengthen security measures taken for valuables, increase the accuracy rate of initial data entry on admission records to 90%, and free investigators and transporters from the office to go to scenes and provide time for investigators to complete necessary follow-up contacts on investigations.
- Secure sufficient staff by FY 03 to provide examination, laboratory, transcription and office support for the increased number of doctors and to make the most effective use of the education, training and skills of employees in order to achieve our first goal.
- Reduce turnover to 10% or less and retain experienced staff by bringing salaries to job market levels and increase skills and abilities among staff through training and the development of career ladders to retain the most skilled and versatile employees by July 2003.
- Continue to replace older, outworn equipment according to an established replacement schedule in order to achieve a reliable completion of toxicology reports within 30 days on 90% of the cases, and acquire new desktop information technology to provide the public greater access to information and reports by FY 03.
- Review and revise all operational policies, procedures, standard practices, safety and chain of custody/security requirements to consider the changes that will need to occur with the move to the new Forensic Sciences facility and by July 2002, implement changes in advance of the move, wherever practicable, to minimize the impact on day-to-day operations during and immediately following the relocation.

Medical Examiner (Continued)

- Acquire additional resources to bring department operations up to acceptable standards to efficiently process the current caseload and meet established timeframes for case closure (first goal), e.g., seeking federal grant for a deoxyribonucleic acid (DNA) lab in FY 02 in order to expand laboratory services to include DNA analysis of samples primarily on homicide cases.

Issues

- Significant growth in the population of Maricopa County will result in a rising death rate and a proportional increase in the Medical Examiner caseload in the next five years.
- High turnover and understaffing, coupled with older, outworn and unreliable equipment will result in decreased productivity, lost work time, higher costs, an inefficient use of resources, and impede our ability to attain a reliable timely closure of cases by 2003.
- The move to a new facility in 2002 will result in overall positive changes in the internal culture and working environment of the department.
- The increasing demand for training and educational opportunities from other agencies, such as law enforcement and medical providers, will cause increases in workload and greater time demands to be placed on the Medical Examiners and other employees to provide training sessions to other agencies in the next two years.
- Heightened public interest in the forensic sciences and substance abuse awareness will create increasing demands from social agencies and individuals for the Office of the Medical Examiner to provide educational opportunities for at-risk groups and the public in general in the next two years which will result in more work and time taken in preparing and presenting public education programs.
- New technology will allow our office to link with other ME/Coroner offices and other outside agencies to more easily share information on cases, medical and forensic findings, identify at-risk patterns, potential problem resolutions, and to electronically distribute reports in the next two to five years.
- A trace evidence laboratory and DNA laboratory will become the norm for ME/Coroner offices, which will result in, the need to expand laboratory services into these areas within the next five years.
- Legal requirements of court cases, particularly homicide prosecutions, will require that the Office of the Medical Examiner seek appropriate certifications to demonstrate that we are meeting the higher legal standards.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
MEDICAL EXAMINER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INVESTIGATIONS & TRANSPORT	$ 93,262	$ 13,578	$ 12,155	$ 118,995	$ -
LABORATORY SERVICES	76,251	92,233	95,286	263,770	-
MEDICAL EXAMINERS	624,400	30,170	24,310	678,880	-
OFFICE SUPPORT & RECORDS	126,596	36,195	12,156	174,947	10,800
ADMINISTRATIVE SERVICES PROGRA	6,657	2,588	-	9,245	-
UNALLOCATED/INDIRECT COSTS	2,437,885	204,553	-	2,642,438	409,200
Total	$ 3,365,051	$ 379,317	$ 143,907	$ 3,888,275	$ 420,000

Medical Examiner (Continued)

Key Performance Measures

Program Name: Laboratory Services

Program Purpose: The purpose of Laboratory Services is to provide toxicology reports and microslides of organ tissues to the Medical Examiners so that they can determine whether or not drugs, chemicals, or an identifiable disease contributed to the cause and manner of death.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of toxicology reports produced within 30 days	26	66.4	64	70

Program Name: Medical Examiners

Program Purpose: The purpose of the Medical Examiners is to provide a determination and timely report of findings as to the cause and manner of death, and an authorization for the cremation of decedent remains, for the families of decedents and the legal and medical community so that they can have closure, prosecute offenders, and take actions to safeguard public health and safety.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of cases completed within 90 days	82	76	94	99
Percent of autopsies performed	61	60	60	63

Program Name: Medical Investigations And Decedent Handling

Program Purpose: The purpose of Medical Investigations and Decedent Handling is to report medical and forensic information to the Medical Examiners and preserve the chain of custody of the decedent remains and evidence so that the Medical Examiners can review the information and examine the body to make a timely determination of the cause and manner of death.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of investigation summaries provided to medical examiner prior to, or same day, as examination	38.6	91.9	98	99

Program Name: Office Support And Case Records

Program Purpose: The purpose of Office Support and Case Records is to provide data entry of forms and case records and distribution of forms, records and reports of findings for the Medical Examiners so that they can issue their findings to family members and private and public agencies.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of initial reports transcribed within two weeks of receipt	45.6	97.7	95	99

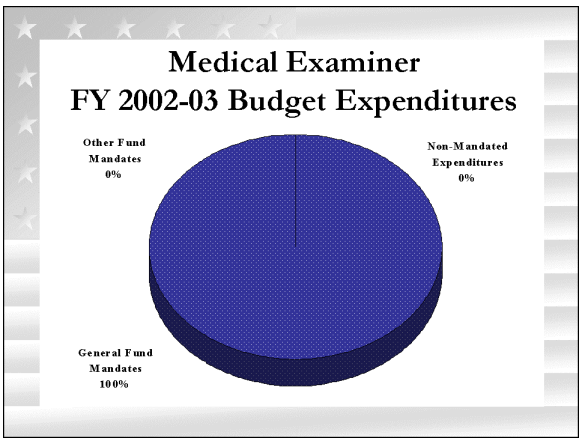
Medical Examiner (Continued)

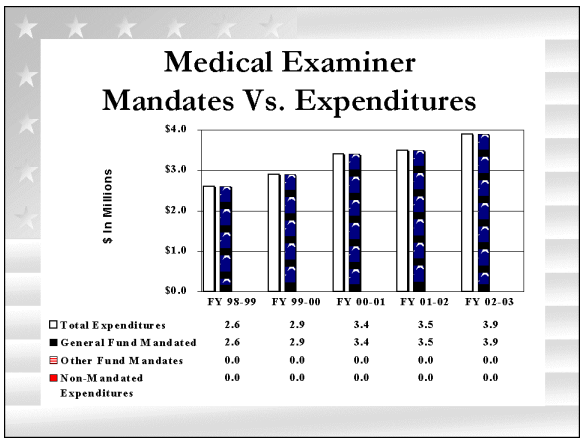
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 2,607,795	$ 2,607,795
FY 1999-00 Actuals	$ 2,939,906	$ 2,939,906
FY 2000-01 Actuals	$ 3,392,906	$ 3,392,906
FY 2001-02 Estimate	$ 3,472,800	$ 3,472,800
FY 2002-03 Adopted Budget	$ 3,888,275	$ 3,888,275

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 2,607,795	$ 2,607,795
FY 1999-00 Actuals	$ 2,939,906	$ 2,939,906
FY 2000-01 Actuals	$ 3,392,906	$ 3,392,906
FY 2001-02 Estimate	$ 3,472,800	$ 3,472,800
FY 2002-03 Adopted Budget	$ 3,888,275	$ 3,888,275

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Medical Examiner
AUTHORITY	A.R.S. §§ 11-591 through 11-600 County Medical Examiner
HISTORY/ BACKGROUND	The Medical Examiner reviews and authorizes all death certificates prior to cremation and has the sole responsibility for conducting complete and objective medico-legal investigations of unattended, violent, sudden, unexpected and suspicious deaths.
MANDATE DESCRIPTION	The Medical Examiner must review and report on the following categories of death: Death occurring when not under the care of a physician for a potentially fatal illness or when an attending physician is unavailable to sign the death certificate; Death resulting from violence; Death occurring suddenly when in apparent good health; Death occurring in prison; Death occurring in a suspicious, unusual, or unnatural manner; Death believed related to the decedents occupation or employment; Death believed to present a public health hazard; Death occurring during a surgical or anesthetic procedure. The Medical Examiner must review and authorize all death certificates prior to cremation of decedent's remains.

Medical Examiner (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
290 MEDICAL EXAMINER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,365,051	$ 379,317	$ 143,907	$ 3,888,275	$ 420,000
SUB-TOTAL	$ 3,365,051	$ 379,317	$ 143,907	$ 3,888,275	$ 420,000
TOTAL FUNDS	$ 3,365,051	$ 379,317	$ 143,907	$ 3,888,275	$ 420,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

290 MEDICAL EXAMINER

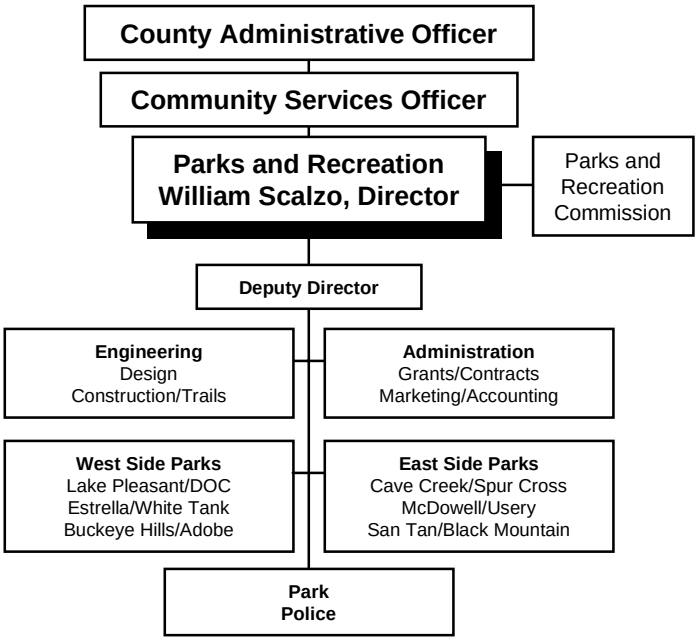
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	46,250	-	-	-	-	60,000	60,000	
635 OTHER CHARGES FOR SERVICES	279,171	420,000	420,000	411,820	420,000	360,000	(60,000)	-14%
650 MISCELLANEOUS REVENUE	43,542	-	-	(49)	-	-	-	
Total Revenue	$ 368,963	$ 420,000	$ 420,000	$ 411,771	$ 420,000	$ 420,000	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,219,224	$ 2,539,411	$ 2,643,650	$ 2,377,305	$ 2,663,932	$ 2,663,932	$ (20,282)	-1%
705 TEMPORARY PAY	110,294	84,316	76,985	68,204	68,748	68,748	8,237	11%
710 OVERTIME	92,691	4,305	11,700	41,373	11,700	11,700	-	0%
750 FRINGE BENEFITS	416,080	554,677	533,798	506,149	596,963	596,963	(63,165)	-12%
790 OTHER PERSONNEL SERVICES	-	23,708	23,708	34,810	23,708	23,708	-	0%
SubTotal	$ 2,838,289	$ 3,206,417	$ 3,289,841	$ 3,027,841	$ 3,365,051	$ 3,365,051	$ (75,210)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 36,684	$ 41,068	$ 44,060	$ 60,795	$ 48,060	48,060	(4,000)	-9%
802 MEDICAL SUPPLIES	156,728	149,312	149,312	154,498	163,181	163,181	(13,869)	-9%
803 FUEL	10,680	10,839	10,839	10,233	10,839	10,583	256	2%
804 NON-CAPITAL EQUIPMENT	30,581	23,000	12,500	-	3,474	3,474	9,026	72%
810 LEGAL SERVICES	(334)	-	-	-	-	-	-	
811 HEALTH CARE SERVICES	49,862	50,000	78,000	47,698	63,000	63,000	15,000	19%
812 OTHER SERVICES	51,220	40,700	13,753	27,446	37,251	37,251	(23,498)	-171%
820 RENT & OPERATING LEASES	8,037	9,800	9,800	8,000	8,000	8,000	1,800	18%
825 REPAIRS AND MAINTENANCE	39,959	41,997	41,897	26,052	29,797	29,797	12,100	29%
839 INTERNAL SERVICE CHARGES	13,856	23,026	6,533	6,811	5,919	4,101	2,432	37%
842 TRAVEL & EDUCATION	13,978	445	-	20,298	-	1,132	(1,132)	
843 POSTAGE/FREIGHT/SHIPPING	-	5,400	4,900	6,160	6,000	6,000	(1,100)	-22%
850 UTILITIES	4,926	4,737	4,737	3,795	4,738	4,738	(1)	0%
SubTotal	$ 416,177	$ 400,324	$ 376,331	$ 371,786	$ 380,259	$ 379,317	$ (2,986)	-1%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	138,437	86,455	21,622	-	-	-	21,622	100%
950 DEBT SERVICE	-	-	64,833	73,173	145,281	143,907	(79,074)	-122%
SubTotal	$ 138,437	$ 86,455	$ 86,455	$ 73,173	$ 145,281	$ 143,907	$ (57,452)	-66%
Total Expenditures	$ 3,392,903	$ 3,693,196	$ 3,752,627	$ 3,472,800	$ 3,890,591	$ 3,888,275	$ (135,648)	-4%
Operating Balance (Rev. - Exp.)	$ (3,023,940)	$ (3,273,196)	$ (3,332,627)	$ (3,061,029)	$ (3,470,591)	$ (3,468,275)	$ (135,648)	-4%

Medical Examiner (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 290 MEDICAL EXAMINER	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT	2.0
ADMINISTRATIVE ASSISTANT I	2.0
ADMINISTRATIVE ASSISTANT II	1.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATOR	1.0
ADMITTING CLERK	2.0
ASSISTANT FORENSIC TOXICOLOGST	1.0
CHEMIST	3.0
CHIEF MEDICAL EXAMINER	1.0
EVIDENCE TECHNICIAN	2.0
FORENSIC ASSISTANT	6.0
FORENSIC ASSISTANT SUPERVISOR	1.0
FORENSIC TECHNICIAN	3.0
FORENSIC TOXICOLOGIST	2.0
HISTOTECHNOLOGIST I	1.0
HISTOTECHNOLOGIST II	1.0
MEDICAL EXAMINER	8.0
MEDICAL EXAMINER ASSOCIATE	1.0
MEDICAL EXAMINER TRANSPORTER	6.0
MEDICAL INVESTIGATOR	9.0
MEDICAL INVESTIGATOR-SENIOR	1.0
MEDICAL TRANSCRIBER	1.0
MEDICAL TRANSCRIBER II	4.0
OFFICE MANAGER	1.0
PC SUPPORT SPECIALIST	1.0
TOTAL	**62.0**

Parks and Recreation



Mission

The mission of the Parks and Recreation Department is to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

Vision

Our vision is for the Maricopa County Parks and Recreation Department to be the recognized leader in the delivery of regional park services by fully utilizing existing and future park resources.

Goals

- By July 2002 we will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding
- By July 2003 we will increase employee satisfaction and reduce the turnover rate to the county average by providing staff incentives, competitive wages and advancement opportunities within the department, which will result in a workforce motivated to serve our customers.
- By July 2003 we will identify and begin creation of buffer zones through acquisition of land and park planning to isolate park use areas from the effect of off-park development to preserve a positive park experience.
- By July 2003 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.
- By July 2004, Parks and Recreation will become non-reliant on the general fund, without reduction in our current funding level and without a reduction in customer satisfaction as assessed by an independent third party.

Parks and Recreation (Continued)

Issues

- Increased urban encroachment on our county parks will create a negative experience for many park visitors and potential loss of park land.
- The continuing population growth and changing demographics of our customers will cause the existing park facilities to be inadequate for the public's needs.
- Competition from the outside job market affects how the department retains, promotes or hires staff.
- Non-competitive pay and limited advancement opportunities have a negative impact on morale, which can lead to poor customer service.
- The external trend of a booming economy will affect the department by increasing visits and impact on resources while county money will be spent on increased demand for mandated services.
- Current resources and funding sources cannot keep pace with growing demand and will result in loss of staff, facility repair and services provided.
- Changes in legislation could significantly affect operations and resource allocations.
- A lack of awareness of park services and benefits results in under-funding and under-utilization.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
PARKS & RECREATION
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
PARK EDUCATION PROGRAM	$ 506,506	$ 157,307	$ 66,707	$ 730,520	$ 777,959
PARK RECREATION PROGRAM	585,331	238,806	420,750	1,244,887	2,583,468
PARK SUPPORT PROGRAM	2,020,234	1,080,607	2,846,033	5,946,874	835,440
ADMINISTRATIVE SERVICES PROGRA	1,006,866	193,623	-	1,200,489	-
INFORMATION TECHNOLOGY PROGRAM	61,244	3,622	-	64,866	-
UNALLOCATED/INDIRECT COSTS	(6,533)	220,933	30,000	244,400	223,000
Total	$ 4,173,648	$ 1,894,898	$ 3,363,490	$ 9,432,036	$ 4,419,867

Key Performance Measures

Program Name: Park Education Program

Program Purpose: The purpose of the Park Education Program is to provide natural resource interpretation and unique recreation facilities for individuals and groups so they can appreciate and enjoy the natural environment.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of park visitors who attend a program	0.08	1.2	7.21	15
Rate of satisfaction with structured recreational and education programs	0	0	N/A	N/A
Percent of satisfaction from facility evaluations	N/A	100	100	97

Parks and Recreation (Continued)

Program Name: Park Recreation Program

Program Purpose: The purpose of the Park Recreation Program is to provide diverse facilities and opportunities for park users so they can have a healthy and exhilarating outdoor experience.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Satisfaction rate of passive park users	N/A	88.3	N/A	89
Satisfaction rate of active park users (future surveys)	N/A	88.3	N/A	89
Ratio of new to repeat park users	N/A	74.8	N/A	76

Program Name: Park Support Program

Program Purpose: The purpose of the Park Support Program is to provide well-maintained and safe facilities for park users so they can appreciate and enjoy the natural environment.

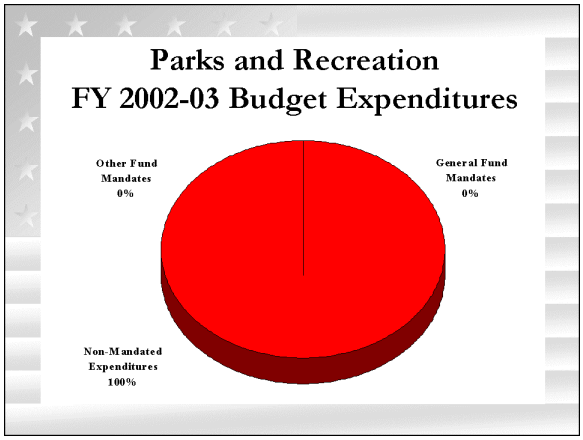
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of park visitors who are satisfied with the service provided by the park police	N/A	60.8	N/A	70
Percent of park user satisfaction as related to facilities	N/A	81.6	N/A	85

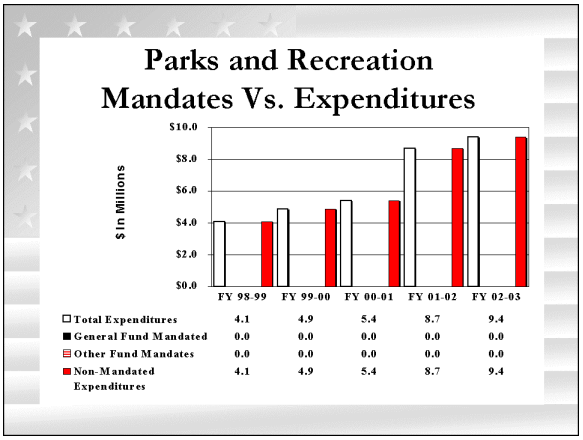
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 1,279,059	$ 2,989,918	$ 4,268,977
FY 1999-00 Actuals	$ 1,334,263	$ 3,523,441	$ 4,857,704
FY 2000-01 Actuals	$ 1,501,023	$ 3,918,946	$ 5,419,969
FY 2001-02 Estimate	$ 1,510,808	$ 7,140,079	$ 8,650,887
FY 2002-03 Adopted Budget	$ 1,740,404	$ 7,691,632	$ 9,432,036

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 1,279,059	$ 2,989,918	$ 4,268,977
FY 1999-00 Actuals	$ 1,334,263	$ 3,523,441	$ 4,857,704
FY 2000-01 Actuals	$ 1,501,202	$ 3,918,890	$ 5,420,092
FY 2001-02 Estimate	$ 1,600,641	$ 6,348,884	$ 7,949,525
FY 2002-03 Adopted Budget	$ 1,740,404	$ 7,691,632	$ 9,432,036

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Parks and Recreation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
300 PARKS & RECREATION

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,249,385	$ 446,019	$ 45,000	$ 1,740,404	$ -
SPECIAL REVENUE	2,924,263	1,448,879	3,318,490	7,691,632	4,419,867
SUB-TOTAL	$ 4,173,648	$ 1,894,898	$ 3,363,490	$ 9,432,036	$ 4,419,867
TOTAL FUNDS	$ 4,173,648	$ 1,894,898	$ 3,363,490	$ 9,432,036	$ 4,419,867

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

300 PARKS & RECREATION

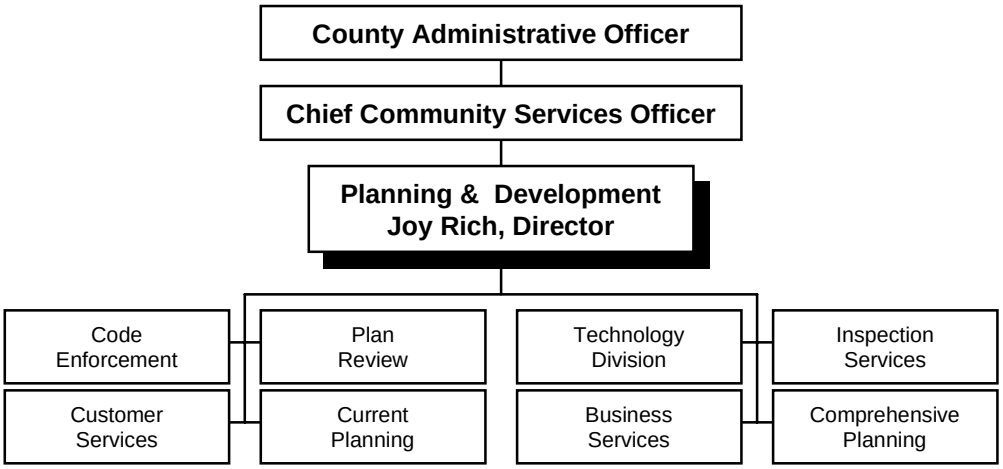
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	42,350	-	-	4,637	128,391	128,391	128,391	
620 OTHER INTERGOVERNMENTAL	199,390	569,205	569,205	605,000	401,952	375,000	(194,205)	-34%
635 OTHER CHARGES FOR SERVICES	2,391,792	2,483,676	2,484,426	2,272,901	2,433,800	2,671,800	187,374	8%
637 FINES & FORFEITS	-	-	-	2,683	-	-	-	
645 INTEREST EARNINGS	-	-	-	211,425	203,000	223,000	223,000	
650 MISCELLANEOUS REVENUE	1,598,169	1,110,200	1,109,450	730,651	1,093,676	1,021,676	(87,774)	-8%
680 TRANSFERS IN	14,426	-	-	469,753	-	-	-	
Total Revenue	$ 4,246,127	$ 4,163,081	$ 4,163,081	$ 4,297,050	$ 4,260,819	$ 4,419,867	$ 256,786	6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,653,000	$ 2,930,109	$ 2,929,219	$ 2,906,786	$ 3,222,826	$ 3,088,608	$ (159,389)	-5%
705 TEMPORARY PAY	79,598	93,000	93,000	59,325	85,000	85,000	8,000	9%
710 OVERTIME	119,556	28,665	28,665	25,447	12,000	8,000	20,665	72%
750 FRINGE BENEFITS	603,319	751,923	759,158	751,788	1,042,831	1,012,575	(253,417)	-33%
790 OTHER PERSONNEL SERVICES	9,204	137,467	73,542	29,444	14,000	12,382	61,160	83%
795 PERSONNEL SERVICES ALLOC OUT	(710,977)	(755,879)	(755,879)	(717,919)	(599,339)	(599,339)	(156,540)	-21%
796 PERSONNEL SERVICES ALLOC IN	578,416	609,076	609,076	620,648	566,422	566,422	42,654	7%
SubTotal	$ 3,332,116	$ 3,794,361	$ 3,736,781	$ 3,675,519	$ 4,343,740	$ 4,173,648	$ (436,867)	-12%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 165,165	$ 426,586	$ 235,296	$ 208,005	$ 371,329	432,037	(196,741)	-84%
802 MEDICAL SUPPLIES	-	-	133,120	17,156	1,500	1,000	132,120	99%
803 FUEL	103,678	86,245	92,245	85,896	104,157	91,837	408	0%
804 NON-CAPITAL EQUIPMENT	15,284	6,000	46,557	15,836	46,550	20,600	25,957	56%
810 LEGAL SERVICES	35	-	-	22	-	-	-	
812 OTHER SERVICES	482,725	275,013	283,113	93,646	461,082	577,167	(294,054)	-104%
820 RENT & OPERATING LEASES	20,423	26,800	26,800	20,557	21,915	21,915	4,885	18%
825 REPAIRS AND MAINTENANCE	148,214	158,000	189,000	113,942	116,339	169,686	19,314	10%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	551	1,000	1,000	(1,000)	
839 INTERNAL SERVICE CHARGES	155,568	175,770	216,970	138,642	142,132	187,132	29,838	14%
842 TRAVEL & EDUCATION	24,452	35,700	27,700	21,570	33,300	17,905	9,795	35%
843 POSTAGE/FREIGHT/SHIPPING	-	1,500	1,500	3,576	6,000	3,300	(1,800)	-120%
850 UTILITIES	261,949	244,000	244,000	238,263	289,500	273,300	(29,300)	-12%
880 TRANSFERS OUT	198,203	121,530	121,530	591,283	98,019	98,019	23,511	19%
SubTotal	$ 1,575,696	$ 1,557,144	$ 1,617,831	$ 1,548,945	$ 1,692,823	$ 1,894,898	$ (277,067)	-17%
CAPITAL OUTLAY								
910 LAND	$ 75,495	$ 175,000	$ -	$ -	$ -	$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	183,686	5,840,573	5,753,073	3,323,452	2,782,490	2,779,990	2,973,083	52%
920 CAPITAL EQUIPMENT	-	30,000	39,819	9,244	123,800	477,000	(437,181)	-1098%
930 VEHICLES & CONSTRUCTION EQUIP	252,978	124,500	108,494	93,727	271,500	106,500	1,994	2%
SubTotal	$ 512,159	$ 6,170,073	$ 5,901,386	$ 3,426,423	$ 3,177,790	$ 3,363,490	$ 2,537,896	43%
Total Expenditures	$ 5,419,971	$ 11,521,578	$ 11,255,998	$ 8,650,887	$ 9,214,353	$ 9,432,036	$ 1,823,962	16%
Operating Balance (Rev. - Exp.)	$ (1,173,844)	$ (7,358,497)	$ (7,092,917)	$ (4,353,837)	$ (4,953,534)	$ (5,012,169)	$ 2,080,748	29%

Parks and Recreation (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 300 PARKS & RECREATION WORKING TITLE	FTE
ACCOUNTANT I	2.0
ACCOUNTING ASSISTANT	1.0
ADMINISTRATIVE ASSISTANT	1.0
ADMINISTRATIVE ASSISTANT I	1.0
ADMINISTRATIVE COORDINATOR	2.0
ADMINISTRATIVE COORDINATOR I	1.0
ADMINISTRATIVE/OFFICE SUPPORT SUPERVISOR	1.0
ADMINISTRATOR II	1.0
CHIEF COMMUNITY SVCS OFFICER	1.0
CIVIL ENGINEER SENIOR	1.0
CONTACT STATION ASSISTANT	2.0
CONTACT STATION SUPERVISOR	1.0
CONTRACT SPECIALIST II	1.0
DEPUTY DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
MARKETING COORDINATOR	1.0
PARK DESIGNER	2.0
PARK EDUCATOR	10.0
PARK MAINTENANCE SUPERVISOR	2.0
PARK OFFICE CLERK	5.0
PARK POLICE OFFICER	15.0
PARK SUPERVISOR	8.0
PARKS GRANT ADMINISTRATOR	1.0
PARKS MAINTENANCE WORKER	21.0
POLICE DEPUTY CHIEF	1.0
POLICE LIEUTENANT	1.0
POLICE SERGEANT	2.0
SENIOR ACCOUNTANT	1.0
SWA/PARK POLICE LIEUTENANT	1.0
TRADES SPECIALIST	5.0
TRADES SPECIALIST SUPERVISOR	1.0
TRAILS PLANNER	2.0
TRAILS WORKER	2.0
TOTAL	**99.0**

Planning and Development



Mission

The mission of the Planning and Development Department is to provide planning and development services to constituents of unincorporated Maricopa County so they can responsibly develop and enjoy real property.

Vision

The vision of the Planning and Development Department is to provide market competitive planning and development services that are safe, consistent, timely and convenient for our constituents.

Goals

- Complete One Stop Shop (OSS) implementation (including all reengineering efforts and technology deployment) during FY 2005/2006.
- Develop, implement and maintain a comprehensive training program for the department, market competitive job descriptions, compensation, performance evaluations and career ladder plans by the end of FY 2003/2004.
- Within the County expenditure limitation, obtain annual budget expenditure authorizations in accordance with revenues and service expectations through FY 2005/2006.
- Develop and maintain an integrated technology plan by FY 2002/2003.
- Coordinate with the information technology center located within the Maricopa County Department of Transportation to meet their strategic goals as they relate to this department through FY 2005/2006.

Issues

- The department is not meeting customer expectations resulting in a negative work environment and county image.
- The lack of competitive pay, benefits, and training results in high staff turnover.
- Existing circumstance of not obtaining spending authorizations equal to expected revenue make it impossible for the department to meet established service delivery expectations.
- The department's incomplete implementation of technology deployment results in inefficiencies.

Planning and Development (Continued)

- Uncertain changes in statutes and technology combined with current operational limitations inhibit the department's effectiveness.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
PLANNING & DEVELOPMENT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
STRATEGIC BUSINESS PLANNING	$ 204,493	$ 2,300	$ -	$ 206,793	$ -
CODE ENFORCEMENT	430,919	19,689	-	450,608	3,000
COMPREHENSIVE PLANNING	171,968	19,833	-	191,801	-
ONE STOP SHOP	3,792,347	180,241	25,287	3,997,875	8,044,000
TRAINING	94,431	2,920	-	97,351	-
ADMINISTRATIVE SERVICES PROGRA	499,905	30,609	-	530,514	240,000
INFORMATION TECHNOLOGY PROGRAM	393,932	137,152	-	531,084	-
UNALLOCATED/INDIRECT COSTS	90,598	2,019,846	356,398	2,466,842	203,000
Total	$ 5,678,593	$ 2,412,590	$ 381,685	$ 8,472,868	$ 8,490,000

Key Performance Measures

Program Name: Code Enforcement

Program Purpose: The purpose of the Code Enforcement Program is to provide inspection, enforcement, licensing and permitting services, under the operational guidelines of the Planning and Development Department, to constituents, so they can enjoy their properties and/or operate their businesses in compliance with County codes and ordinances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of licenses/permits applications completed within 45 days of application date	N/A	N/A	100	80
Percent of cases that complete an initial site investigation within 30 days of receipt of violation complaint	N/A	N/A	96.9	90

Program Name: Comprehensive Planning

Program Purpose: The purpose of the Comprehensive Planning Program is to provide information to various private and public entitiies of Maricopa County so they make informed decisions concerning growth, development and investment.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of planning elements prepared by required dates	N/A	N/A	N/A	100

Planning and Development (Continued)

Program Name: One Stop Shop

Program Purpose: The purpose of the One Stop Shop program is to provide a single point of contact for coordinated county development services to the customer so they may complete their development projects in a faster and more cost efficient manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customers contacted within OSS targets	N/A	N/A	N/A	66
Percent of inspection stops completed within 1 day of request	N/A	N/A	N/A	99
Percent of occupancy certificates issued within 14 days of final building inspection	N/A	N/A	5.4	50
Percent of requests responded to within 2 days	N/A	N/A	99.2	75

Program Name: Strategic Business Planning

Program Purpose: The purpose of the Strategic/Business Planning Program is to provide business services to department staff so they can perform their assigned duties in an accurate and efficient manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of benchmarked data used	N/A	N/A	0	25
Percent of developed/revised business rules/plans within required time frames	N/A	N/A	0	75
Percent of decisions made within 30 days	N/A	N/A	29.2	75
Percent of quality control tests meeting accuracy standards	N/A	N/A	88.1	50

Program Name: Training

Program Purpose: The purpose of the Training Program is to provide and coordinate training to staff so they can perform their assigned duties in a consistent, accurate and efficient manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of employees attending training sessions	N/A	N/A	100	75
Percent of Policy Board members who have been oriented	N/A	N/A	100	66
Percent of oriented new employees who can perform basic functions when released to assigned area	N/A	N/A	N/A	50

Planning and Development (Continued)

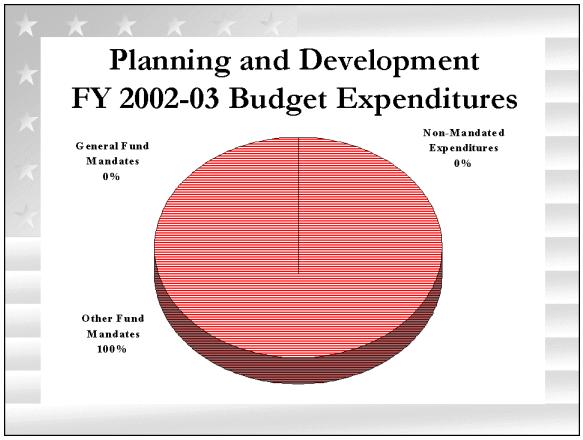
Mandate Consolidated Financial Data

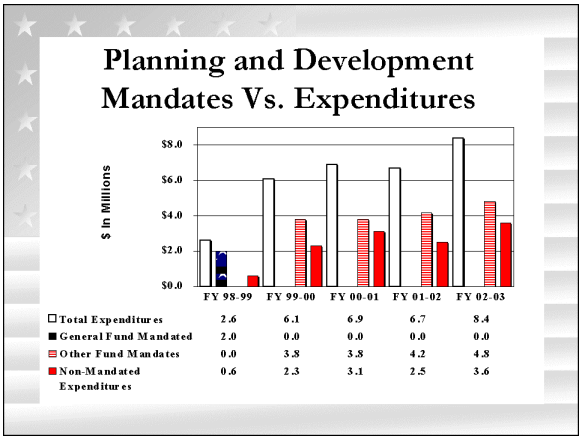
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 2,585,932	$ -	$ 2,585,932
FY 1999-00 Actuals	$ -	$ 6,134,795	$ 6,134,795
FY 2000-01 Actuals	$ -	$ 6,856,925	$ 6,856,925
FY 2001-02 Estimate	$ -	$ 6,712,639	$ 6,712,639
FY 2002-03 Adopted Budget	$ -	$ 8,472,868	$ 8,472,868

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 2,013,064	$ -	$ 2,013,064
FY 1999-00 Actuals	$ -	$ 3,815,842	$ 3,815,842
FY 2000-01 Actuals	$ -	$ 3,782,557	$ 3,782,557
FY 2001-02 Estimate	$ -	$ 4,222,810	$ 4,222,810
FY 2002-03 Adopted Budget	$ -	$ 4,839,177	$ 4,839,177

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 572,868	$ -	$ 572,868
FY 1999-00 Actuals	$ -	$ 2,318,953	$ 2,318,953
FY 2000-01 Actuals	$ -	$ 3,074,368	$ 3,074,368
FY 2001-02 Estimate	$ -	$ 2,489,829	$ 2,489,829
FY 2002-03 Adopted Budget	$ -	$ 3,633,691	$ 3,633,691

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Issue Permits, Zoning Enforcement
AUTHORITY	A.R.S. 11-808A Enforcement; A.R.S. 11-808B Building Permits; A.R.S. 11-322 Violations.
HISTORY/ BACKGROUND	The Board of Supervisors adopted the current Maricopa County Zoning Ordinance in May 1969. The Uniform Building Code and other related codes were adopted in December 1974. In 1975, the Building Safety Division was established. Violations of the zoning ordinance were reported to Zoning Enforcement. The Zoning Division was reorganized in 1994 and is now known as Development Services. On March 13, 2000, the Planning and Development Department transitioned to the "One Stop Shop" permitting program, an interdepartmental approach to providing enhanced developmental services to citizens.

Planning and Development (Continued)

MANDATE DESCRIPTION: It is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the County. The County must enforce its adopted zoning ordinance.

Issue Permits, Zoning Enforcement	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 699,587	$ -	$ 699,587
FY 1999-00 Actuals	$ -	$ 2,125,424	$ 2,125,424
FY 2000-01 Actuals	$ -	$ 1,853,084	$ 1,853,084
FY 2001-02 Estimate	$ -	$ 2,277,655	$ 2,277,655
FY 2002-03 Adopted Budget	$ -	$ 2,608,164	$ 2,608,164

TITLE: Building Construction and Inspection

AUTHORITY: A.R.S. § 11-861 Adoption Of Building Codes, Limitations, Method Of Adoption, Rules And Regulation; A.R.S. § 11-862 Advisory Board; Appointment Terms; Duties.

HISTORY/ BACKGROUND: The Board of Supervisors adopted the current Maricopa County Zoning Ordinance in May 1969. The Uniform Building Code and other related codes were adopted in December 1974. In 1975, the Building Safety Department was established and a Building Code Advisory Board was formed. The Building Safety Department merged with the Planning and Development Department and became what is now known as Plan Review and Inspection Services. On March 13, 2000, Inspection Services became part of the "One Stop Shop" program, an interdepartmental approach to providing enhanced developmental services to citizens.

MANDATE DESCRIPTION: It is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a building permit from the County. All buildings and structures in unincorporated areas must be built to code and inspected. An Advisory Board, as required by the Uniform Building Code, must determine the suitability of alternative materials and construction and interpret the provisions of the Code.

Building Construction and Inspection	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 845,201	$ -	$ 845,201
FY 1999-00 Actuals	$ -	$ 904,354	$ 904,354
FY 2000-01 Actuals	$ -	$ 1,088,512	$ 1,088,512
FY 2001-02 Estimate	$ -	$ 1,119,160	$ 1,119,160
FY 2002-03 Adopted Budget	$ -	$ 1,285,860	$ 1,285,860

TITLE: Zoning and Subdivision Regulations and Board of Adjustment

AUTHORITY: A.R.S. § 11-8-806.01 Subdivision Regulation; Platting Rules; Violation; Classification; Easement Vesting; A.R.S. § 11-821B County Plan; A.R.S. § 11-829 Amendment; A.R.S. § 11-807 Board Of Adjustment, Power, Appeals.

HISTORY/ BACKGROUND: The Maricopa County Zoning Ordinance was adopted in 1960. The Subdivision Regulations were adopted in 1972. The Board of Adjustment hears variances to the ordinance and interprets appeals to the ordinance.

MANDATE DESCRIPTION: Develop and administer zoning ordinances for unincorporated areas. Review and act on citizen requests for amendment or change in the zoning ordinance of areas previously zoned. Regulates the subdivision of all lands within the unincorporated areas. The Board of Adjustment hears variance cases and appeals of zoning ordinance.

Zoning & Subdivision Regulations and Board of Adjustment	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 209,456	$ -	$ 209,456
FY 1999-00 Actuals	$ -	$ 511,323	$ 511,323
FY 2000-01 Actuals	$ -	$ 539,280	$ 539,280
FY 2001-02 Estimate	$ -	$ 626,336	$ 626,336
FY 2002-03 Adopted Budget	$ -	$ 664,546	$ 664,546

Planning and Development (Continued)

TITLE	County Comprehensive Plan
AUTHORITY	A.R.S. Title 11, Article 1, § 11-806 Powers and Duties, Comprehensive Plan; A.R.S. § 11-821(A) County Plan, definition; A.R.S. § 11-824(E) Adoption and Amendment of County Plan by Board of Supervisors.
HISTORY/ BACKGROUND	A.R.S. Title 11, Article 1, § 11-806 states "The board shall adopt a comprehensive plan and subsequently amend or extend the adopted plan." § 11-821(A) states, "…the Board of Supervisors shall adopt or readopt a comprehensive long-term county plan for the development of the area of jurisdiction. " On October 20,1997, the Board of Supervisors adopted "Maricopa County 2020, Eye to the Future" as the comprehensive plan of Maricopa County.
MANDATE DESCRIPTION	Adopt a comprehensive plan as the official guide to accomplish a coordinated, adjusted and harmonious development of the area of jurisdiction. The comprehensive plan shall be developed so as to conserve the natural resources of the county, to ensure efficient expenditure of public funds, and to promote the health, safety, convenience, and general welfare of the public. The Board of Supervisors shall consult and advise with citizens and stakeholders to secure the maximum coordination of plans to best promote with efficiency and economy the health, safety, and, general welfare of the public.

County Comprehensive Plan	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 258,820	$ -	$ 258,820
FY 1999-00 Actuals	$ -	$ 274,741	$ 274,741
FY 2000-01 Actuals	$ -	$ 301,681	$ 301,681
FY 2001-02 Estimate	$ -	$ 199,659	$ 199,659
FY 2002-03 Adopted Budget	$ -	$ 280,607	$ 280,607

Planning and Development (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
440 PLANNING & DEVELOPMENT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	5,678,593	2,412,590	381,685	8,472,868	8,490,000
SUB-TOTAL	$ 5,678,593	$ 2,412,590	$ 381,685	$ 8,472,868	$ 8,490,000
TOTAL FUNDS	$ 5,678,593	$ 2,412,590	$ 381,685	$ 8,472,868	$ 8,490,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

440 PLANNING & DEVELOPMENT

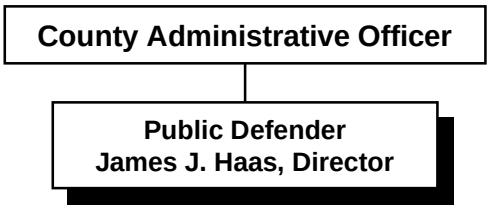
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	6,601,734	6,184,000	6,184,000	6,459,000	6,184,000	6,184,000	-	0%
615 GRANTS	(3,643)	-	-	-	-	-	-	
635 OTHER CHARGES FOR SERVICES	2,719,229	1,884,000	1,884,000	2,250,000	1,884,000	1,884,000	-	0%
637 FINES & FORFEITS	3,600	3,000	3,000	12,000	3,000	3,000	-	0%
645 INTEREST EARNINGS	-	-	-	165,554	-	155,000	155,000	
650 MISCELLANEOUS REVENUE	367,063	264,000	264,000	204,362	264,000	264,000	-	0%
Total Revenue	$ 9,687,983	$ 8,335,000	$ 8,335,000	$ 9,090,916	$ 8,335,000	$ 8,490,000	$ 155,000	2%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,365,206	$ 3,710,996	$ 3,938,511	$ 3,838,014	$ 4,031,428	$ 3,990,269	$ (51,758)	-1%
705 TEMPORARY PAY	93,534	-	-	2,690	-	-	-	
710 OVERTIME	152,692	10,838	10,786	3,087	11,186	11,186	(400)	-4%
750 FRINGE BENEFITS	750,898	820,566	835,771	840,594	943,684	944,978	(109,207)	-13%
790 OTHER PERSONNEL SERVICES	-	-	-	2,906	-	729,890	(729,890)	
796 PERSONNEL SERVICES ALLOC IN	27,239	-	-	2,798	2,270	2,270	(2,270)	
SubTotal	$ 4,389,569	$ 4,542,400	$ 4,785,068	$ 4,690,089	$ 4,988,568	$ 5,678,593	$ (893,525)	-19%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 88,670	$ 339,257	$ 198,947	$ 173,483	$ 149,757	677,700	(478,753)	-241%
803 FUEL	37,259	25,229	25,229	36,423	34,494	33,734	(8,505)	-34%
804 NON-CAPITAL EQUIPMENT	132,462	6,100	6,100	-	4,400	4,400	1,700	28%
810 LEGAL SERVICES	4,126	30,000	27,522	13,000	18,500	13,500	14,022	51%
812 OTHER SERVICES	465,958	294,031	225,151	292,643	173,500	205,752	19,399	9%
820 RENT & OPERATING LEASES	588,163	670,484	670,484	602,369	627,258	627,258	43,226	6%
825 REPAIRS AND MAINTENANCE	2,539	110,000	80,000	82,416	122,000	122,000	(42,000)	-53%
839 INTERNAL SERVICE CHARGES	288,591	419,766	419,766	405,818	435,416	432,205	(12,439)	-3%
842 TRAVEL & EDUCATION	33,938	84,000	84,000	34,148	69,000	33,000	51,000	61%
843 POSTAGE/FREIGHT/SHIPPING	3,116	7,000	6,000	10,000	5,500	5,500	500	8%
880 TRANSFERS OUT	516,912	342,563	342,563	342,563	289,793	257,541	85,022	25%
SubTotal	$ 2,161,734	$ 2,328,430	$ 2,085,762	$ 1,992,863	$ 1,929,618	$ 2,412,590	$ (326,828)	-16%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	19,206	45,000	45,000	24,503	-	308,600	(263,600)	-586%
930 VEHICLES & CONSTRUCTION EQUIP	286,416	112,400	-	-	-	-	-	
950 DEBT SERVICE	-	-	-	5,184	73,085	73,085	(73,085)	
SubTotal	$ 305,622	$ 157,400	$ 45,000	$ 29,687	$ 73,085	$ 381,685	$ (336,685)	-748%
Total Expenditures	$ 6,856,925	$ 7,028,230	$ 6,915,830	$ 6,712,639	$ 6,991,271	$ 8,472,868	$ (1,557,038)	-23%
Operating Balance (Rev. - Exp.)	$ 2,831,058	$ 1,306,770	$ 1,419,170	$ 2,378,277	$ 1,343,729	$ 17,132	$ (1,402,038)	-99%

Planning and Development (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 440 PLANNING & DEVELOPMENT	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT	8.0
ADMINISTRATIVE COORDINATOR	2.0
BOARD OF ADJUSTMENT SECRETARY	1.0
BUILDING INSPECTION MANAGER	1.0
BUILDING INSPECTION SUPERVISOR	1.0
BUILDING INSPECTOR	1.0
BUILDING INSPECTOR II	17.0
BUSINESS ANALYST	1.0
BUSINESS SYSTEMS SUPPORT TECHNICIAN	1.0
BUSINESS SYSTEMS TEAM LEADER	1.0
CASHIER	2.0
CODE ENFORCEMENT OFFICER	1.0
CODE ENFORCEMENT OFFICER I	3.0
CODE ENFORCEMENT OFFICER II	3.0
CODE ENFORCEMENT SERVICES TECHNICIAN	1.0
CODE ENFORCEMENT SUPERVISOR	1.0
CODE ENFORCEMENT TECHNICIAN	1.0
DEPUTY PLANNING & DEVELOPMENT DIRECTOR	1.0
DEVELOPMENT SERVICES ADMINISTRATIVE ASSISTANT	1.0
DEVELOPMENT SERVICES COORDINATOR	1.0
DEVELOPMENT SERVICES SPECIALIST I	9.0
DEVELOPMENT SERVICES SPECIALIST II	4.0
DEVELOPMENT SERVICES SPECIALIST III	1.0
DEVELOPMENT SERVICES SUPERVISOR	1.0
DEVELOPMENT SERVICES TECHNICIAN	6.0
EXECUTIVE ASSISTANT/WEB DEVELOPER	1.0
FINANCIAL MANAGER	1.0
GIS ANALYST	1.0
GRAPHICS SPECIALIST III	1.0
INFORMATION TECHNOLOGY MANAGER	1.0
PC LAN TECHNICIAN	1.0
PLAN REVIEW DIVISION MANAGER	1.0
PLAN REVIEW SPECIALIST	3.0
PLAN REVIEWER II	3.0
PLANNER	9.0
PLANNING AND DEVELOPMENT DIRECTOR	1.0
PLANNING AND ZONING SECRETARY	1.0
PLANNING ASSISTANT	2.0
PLANNING MANAGER	1.0
SENIOR PLANNER	5.0
STRUCTURAL PLAN REVIEW ENGINEER	1.0
SYSTEMS PROGRAMER/DATABASE ANALYST	1.0
TRAINING COORDINATOR	1.0
ZONING REPRESENTATIVE II	1.0
ZONING REPRESENTATIVE III	1.0
TOTAL	**107.0**

Public Defender



Mission

The mission of the Office of the Public Defender is to provide the highest quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Goals

- The goal of the Office of the Public Defender is to provide the highest quality legal representation to our clients while increasing efficiency and meeting the relevant rules of procedure.
- By July 1, 2002, the goal of the Office of the Public Defender is to establish a case weighting and counting system and develop mechanisms that will enable the Public Defender to set and maintain appropriate caseload and performance standards.
- By July 1, 2003, the goal of the Office of the Public Defender is to demonstrate a 5% improvement in "time-to-disposition" on all regular felony cases.
- By July 1, 2003, the goal of the Office of the Public Defender is to achieve a 5% improvement over the baseline established by the FY02 stakeholder satisfaction survey.

Issues

- The courts' continued emphasis on moving cases more quickly will reduce efficiency, resulting in less time and resources available to assist clients, reducing the quality of legal representation, and increasing stress and staff turnover.
- The County's pay and benefits have not kept pace with the private sector, resulting in fewer qualified applicants and increased turnover.
- The rapid increase in population and increased emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- Rapid changes in technology and increased sharing of case information within the system will increase administrative efficiencies and reduce duplication of data entry.
- The current budget structure for the indigent defense agency creates potential ethical conflicts, reduces efficiencies, promotes confusion, and generates inappropriate competition for available funds.

Public Defender (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
PUBLIC DEFENDER
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CRIMINAL DEFENSE PROGRAM	$ 16,524,539	$ 3,763,703	$ -	$ 20,288,242	$ 1,700,423
NON-CRIMINAL REPRESENTATION PR	382,771	31,899	-	414,670	-
PD JUDICATION/INCORRIGIBILITY	2,761,721	308,039	-	3,069,760	-
ADMINISTRATIVE SERVICES PROGRA	829,861	353,087	-	1,182,948	350,000
INFORMATION TECHNOLOGY PROGRAM	308,070	31,395	-	339,465	-
UNALLOCATED/INDIRECT COSTS	3,127,644	343,194	22,142	3,492,980	(377,904)
Total	$ 23,934,606	$ 4,831,317	$ 22,142	$ 28,788,065	$ 1,672,519

Key Performance Measures

Program Name: Criminal Defense Program

Program Purpose: The purpose of the Criminal Defense Program is to provide legal defense services to assigned indigent clients charged with criminal offenses so that they can obtain the most favorable result under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Appeals Briefs Completed Within 45-Day Due Date	N/A	N/A	46.44	47

Program Name: Non-Criminal Representation Program

Program Purpose: The purpose of the Non-Criminal Representation Program is to provide legal representation to assigned indigent persons in non-criminal matters so that their legal interests are protected.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Superior Court Mental Health Matters Concluded Within 30 Days	N/A	N/A	99.9	99.9

Program Name: Pd Juvenile Adjudication And Incorrigibility Program

Program Purpose: The purpose of the PD Juvenile Adjudication and Incorrigibility Program is to provide legal representation to indigent juvenile clients accused of delinquent or incorrigible acts so they can obtain the most favorable resolution to their cases under the circumstances.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Cases with a Disposition Less Than the Original Charge	N/A	N/A	80.3	80

Public Defender (Continued)

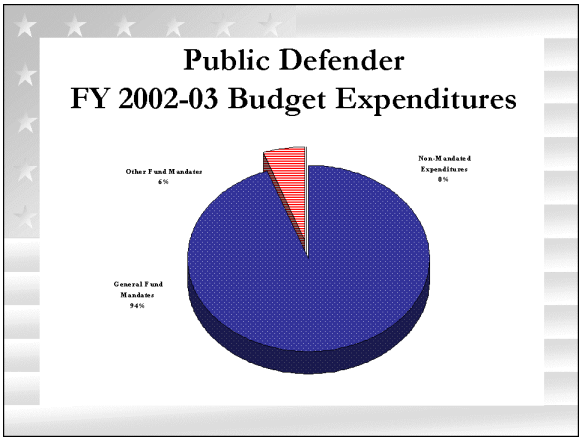
Mandate Consolidated Financial Data

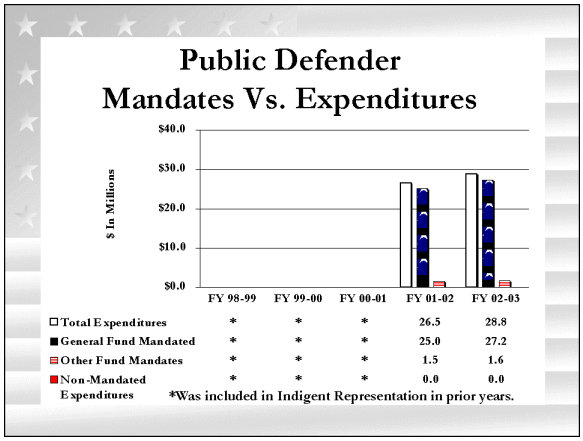
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	N/A	N/A	N/A
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Estimate	$ 24,961,239	$ 1,524,991	$ 26,486,230
FY 2002-03 Adopted Budget	$ 27,216,686	$ 1,571,379	$ 28,788,065

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 24,961,239	$ 1,524,991	$ 26,486,230
FY 2002-03 Adopted Budget	$ 27,216,686	$ 1,571,379	$ 28,788,065

Non-Program Personnel Expenses	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ -	$ -	$ -
FY 2002-03 Adopted Budget	$ 3,453,580	$ -	$ 3,453,580

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incorrigible Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.
MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.

TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Administrative Services Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 1,015,798	$ 372,413	$ 1,388,211
FY 2002-03 Adopted Budget	$ 836,240	$ 350,000	$ 1,186,240

Public Defender (Continued)

Information Technology Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 396,030	$ -	$ 396,030
FY 2002-03 Adopted Budget	$ 340,892	$ -	$ 340,892

Criminal Representation Program (Adult Criminal & Appeal)	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 19,529,947	$ 1,152,578	$ 20,682,525
FY 2002-03 Adopted Budget	$ 19,148,502	$ 1,221,379	$ 20,369,881

Juvenile Adjudication & Incorrigibility Program	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 3,536,255	$ -	$ 3,536,255
FY 2002-03 Adopted Budget	$ 3,022,529	$ -	$ 3,022,529

Non-Criminal Representation Program (Mental Health)	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Estimate	$ 483,209	$ -	$ 483,209
FY 2002-03 Adopted Budget	$ 414,943	$ -	$ 414,943

Public Defender (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
520 PUBLIC DEFENDER

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 22,990,966	$ 4,203,578	$ 22,142	$ 27,216,686	$ 101,140
SPECIAL REVENUE	943,640	627,739	-	1,571,379	1,571,379
SUB-TOTAL	$ 23,934,606	$ 4,831,317	$ 22,142	$ 28,788,065	$ 1,672,519
TOTAL FUNDS	$ 23,934,606	$ 4,831,317	$ 22,142	$ 28,788,065	$ 1,672,519

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

520 PUBLIC DEFENDER

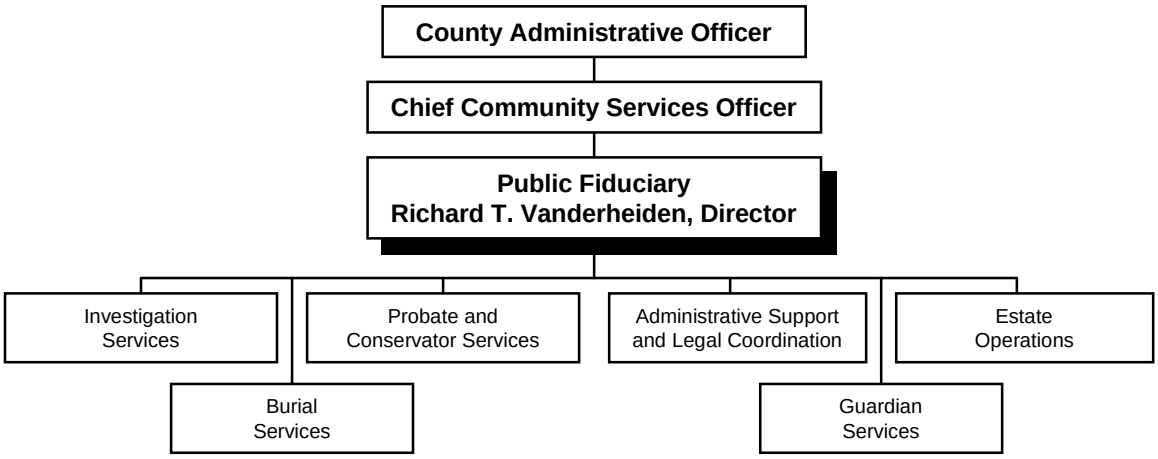
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	1,260,980	1,489,749	1,550,775	1,081,385	1,109,299	1,109,299	(441,476)	-28%
620 OTHER INTERGOVERNMENTAL	-	-	130,000	1,057,687	930,034	552,130	422,130	325%
635 OTHER CHARGES FOR SERVICES	45,100	10,000	10,000	6,026	2,090	2,090	(7,910)	-79%
645 INTEREST EARNINGS	-	-	-	616	-	-	-	
650 MISCELLANEOUS REVENUE	11,614	-	-	6,834	9,000	9,000	9,000	
Total Revenue	$ 1,317,694	$ 1,499,749	$ 1,690,775	$ 2,152,548	$ 2,050,423	$ 1,672,519	$ (18,256)	-1%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 18,106,561	$ 19,086,922	$ 19,812,610	$ 19,632,658	$ 19,829,570	$ 19,798,180	$ 14,430	0%
705 TEMPORARY PAY	221,122	109,751	109,751	235,677	147,471	147,471	(37,720)	-34%
710 OVERTIME	39,054	-	-	-	-	-	-	
750 FRINGE BENEFITS	3,080,540	3,468,702	3,541,318	3,577,305	3,965,943	3,965,759	(424,441)	-12%
790 OTHER PERSONNEL SERVICES	15,475	-	25,000	37,272	363,547	23,196	1,804	7%
795 PERSONNEL SERVICES ALLOC OUT	-	(511)	(511)	(129)	-	-	(511)	-100%
SubTotal	$ 21,462,752	$ 22,664,864	$ 23,488,168	$ 23,482,783	$ 24,306,531	$ 23,934,606	$ (446,438)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 230,971	$ 270,754	$ 268,722	$ 342,276	$ 303,628	303,628	(34,906)	-13%
803 FUEL	9,347	9,727	9,727	11,571	10,728	10,728	(1,001)	-10%
804 NON-CAPITAL EQUIPMENT	30,237	217,505	217,505	32,401	73,100	76,581	140,924	65%
810 LEGAL SERVICES	416,918	1,590,539	1,579,861	1,559,961	1,623,599	1,623,599	(43,738)	-3%
812 OTHER SERVICES	251,229	239,718	243,659	622,403	110,588	424,501	(180,842)	-74%
820 RENT & OPERATING LEASES	1,668,904	1,739,567	1,739,567	1,950,978	1,992,053	1,992,053	(252,486)	-15%
825 REPAIRS AND MAINTENANCE	24,236	40,345	40,345	17,793	20,345	20,345	20,000	50%
839 INTERNAL SERVICE CHARGES	162,197	92,234	91,819	88,226	90,234	99,695	(7,876)	-9%
842 TRAVEL & EDUCATION	194,045	275,101	274,646	241,596	244,796	244,796	29,850	11%
843 POSTAGE/FREIGHT/SHIPPING	-	30,284	30,284	32,287	35,000	35,000	(4,716)	-16%
850 UTILITIES	-	390	390	-	391	391	(1)	0%
SubTotal	$ 2,988,084	$ 4,506,164	$ 4,496,525	$ 4,899,492	$ 4,504,462	$ 4,831,317	$ (334,792)	-7%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	1,082	-	-	-	-	-	-	
920 CAPITAL EQUIPMENT	45,872	35,000	10,000	10,000	-	-	10,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	37,833	-	-	-	-	-	-	
950 DEBT SERVICE	-	-	-	900	-	22,142	(22,142)	
SubTotal	$ 84,787	$ 35,000	$ 10,000	$ 10,900	$ -	$ 22,142	$ (12,142)	-121%
Total Expenditures	$ 24,535,623	$ 27,206,028	$ 27,994,693	$ 28,393,175	$ 28,810,993	$ 28,788,065	$ (793,372)	-3%
Operating Balance (Rev. - Exp.)	$ (23,217,929)	$ (25,706,279)	$ (26,303,918)	$ (26,240,627)	$ (26,760,570)	$ (27,115,546)	$ (811,628)	-3%

Public Defender (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 520 PUBLIC DEFENDER	
WORKING TITLE	FTE
ADMINISTRATIVE RECEPTIONIST	1.0
ADMINISTRATOR	0.9
APPEALS DIVISION CHIEF	1.0
APPELLATE ASSISTANT TRAINEE	1.0
CHIEF INVESTIGATOR	1.0
CLIENT SERVICES COORDINATOR	9.0
CLIENT SERVICES SUPERVISOR	1.0
CLIENT/SERVER PROGRAMMER ANALYST	2.0
DEFENDER ATTORNEY	172.2
DEFENDER ATTORNEY - COMMUNITY RELATIONS	1.0
DEFENDER ATTORNEY - COMPLEX CRIMES	5.0
DEFENDER ATTORNEY - EDC	5.0
DEFENDER INVESTIGATOR	25.0
DEFENDER LAW CLERK	7.0
DEFENDER SENIOR COUNSEL	22.0
DESIGNATED FILE MANAGER	5.0
DOWNTOWN TRIAL DIVISION CHIEF	1.0
DUI GROUP SUPERVISOR	1.0
EARLY REPRESENTATION TRIAL DIVISION CHIEF	1.0
EDC GROUP SUPERVISOR	0.8
EXECUTIVE ASSISTANT	1.0
FACILITIES COORDINATOR	1.0
FINANCIAL SERVICES COORDINATOR	1.0
FINANCIAL SERVICES MANAGER	1.0
FISCAL ANALYST	1.0
HUMAN RESOURCES SPECIALIST	1.0
INFORMATION CENTER MANAGER	1.0
INITIAL SERVICES	6.0
INITIAL SERVICES LEAD	1.0
INVESTIGATIVE AIDE	2.0
INVESTIGATIVE LEAD	6.0
JUVENILE DIVISION CHIEF	1.0
JUVENILE GROUP SUPERVISOR	2.0
LAN ADMINISTRATOR	1.0
LEGAL ASSISTANT	17.0
LEGAL ASSISTANT SUPERVISOR	1.0
LEGAL SECRETARY	52.5
LEGAL SECRETARY SUPERVISOR	7.0
LEGAL SECRETARY - DUI	1.0
LEGAL SECRETARY - EDC	1.0
LEGAL TRANSCRIPTIONIST	1.0
LEGISLATIVE LIAISON	1.0
OFFICE AIDE	1.0
OFFICE TRAINEE	4.0
PROCESS SERVER	1.0
RECEPTIONIST	2.0
RECORDS COORDINATOR	1.0
RECORDS PROCESSOR	23.0
SECRETARY	4.0
SOUTHEAST TRIAL DIVISION CHIEF	1.0
SPECIAL ASSIGNMENT ATTORNEY	2.1
SPECIAL ASSISTANT	1.0
SPECIAL PROJECTS MANAGER	1.0
SUPPORT SERVICES MANAGER	1.0
SUPPORT STAFF LEAD	2.0
SYSTEMS ADMINISTRATOR	3.0
TRAINING ADMINISTRATOR	2.0
TRAINING DIRECTOR	1.0
TRIAL GROUP COUNSEL	5.0
TRIAL GROUP RECEPTIONIST	1.0
TRIAL GROUP SUPERVISOR	4.0
TOTAL	**430.5**

Public Fiduciary



Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court ordered investigations for vulnerable persons so their estates and well being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Goals

- We will develop and implement a comprehensive fiduciary case management plan as measured by the plan being used by other jurisdictions as a model by October 1, 2004.
- By January 1, 2003 we will refine our current information management system to improve systems and productivity as measured by a 10% increase in production from the existing baseline data from FY 2000/2001.
- We will develop and implement a financial investigation team to protect vulnerable persons by October 1, 2002 that will specialize in financial investigations of vulnerable persons to improve the recovery of assets, forensic testimony and to respond to the community and the court's increasing demand for these services, measured by the number of cases with asset recoveries from the existing baseline data from FY 2000/2001.
- We will develop and implement a new employee orientation and continuing education program for all public fiduciary personnel by January 1, 2003 as measured by an employee satisfaction survey approval rating of 85%.
- By August 1, 2002, we will implement an education and public relations plan to enhance the delivery of fiduciary services to achieve a 7% increase over the existing customer satisfaction survey baseline from FY 2000/2001.

Issues

- The reactions of the State and the Courts to failing fiduciaries and financial abuse cases is impacting us by placing an increased demand for public fiduciary services resulting in more cases and court ordered investigations exposing public fiduciary operations to additional risk.

Public Fiduciary (Continued)

- Even though our current information management system is the most advanced model in the State, we recognize the importance to improve all aspects of data collection, data management and data reporting to continue to perform in a manner that reduces County exposure to risk and provides accountability for the services we deliver.
- The increasing number of elderly and vulnerable adults in Arizona will result in more persons needing fiduciary services placing increased demands on the public fiduciary requiring more staff for investigative services and the additional cases.
- The lack of understanding by other agencies of our role often results in time consuming interference and unnecessary court appointments resulting in an increased caseload and court reporting impeding our ability to adequately serve those in need.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
PUBLIC FIDUCIARY
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BURIAL SERVICES PROGRAM	$ 4,803	$ 60	$ -	$ 4,863	$ -
FIDUCIARY SERVICES PROGRAM	1,245,144	190,278	-	1,435,422	782,000
INVESTIGATION SERVICES PROGRAM	130,819	19,792	-	150,611	68,000
ADMINISTRATIVE SERVICES PROGRA	110,328	22,929	-	133,257	-
UNALLOCATED/INDIRECT COSTS	80,316	15,656	-	95,972	-
Total	$ 1,571,410	$ 248,715	$ -	$ 1,820,125	$ 850,000

Key Performance Measures

Program Name: Burial Services Program

Program Purpose: The purpose of the Burial Services Program is to provide final disposition to decedents of indigent families of Maricopa County so that eligible burial services can be arranged.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of disallowed referrals	73	60	65	65
Percent of indigent burial determinations made within five business days	95	90	93	95

Program Name: Fiduciary Services Program

Program Purpose: The purpose of the Fiduciary Services Program is to provide court appointed guardianship, conservatorship and probate services to those persons or estates when no other person or corporation is qualified and willing to serve so that their well being, property and interests are protected.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of annual guardian reports filed with the court on time	99	99	99	96
Percent of inventories filed with the court on time.	84	86	93	92
Percent of court accountings filed with the court on time	99	99	100	96
Percent of increase in revenue collection from prior fiscal year	15	7	0	7

Public Fiduciary (Continued)

Program Name: Investigation Services Program

Program Purpose: The purpose of the Investigation Services Program is to provide information and recommendations to the court and community so that adjudication or alternative services may be sought.

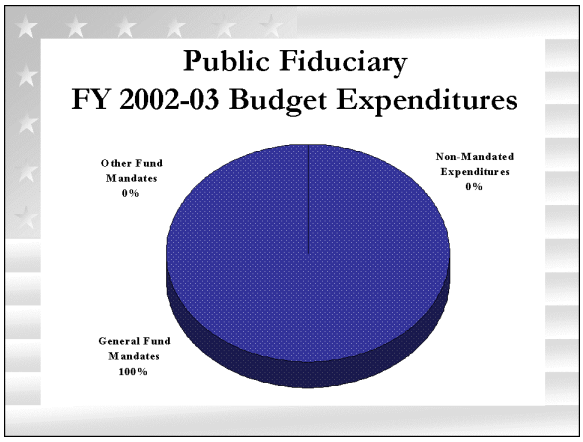
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of timeliness in filing mental health mandated reports and court ordered reports	92	96	100	96
Percent of cases resulting in a recommendation for protective action	N/A	N/A	56	60

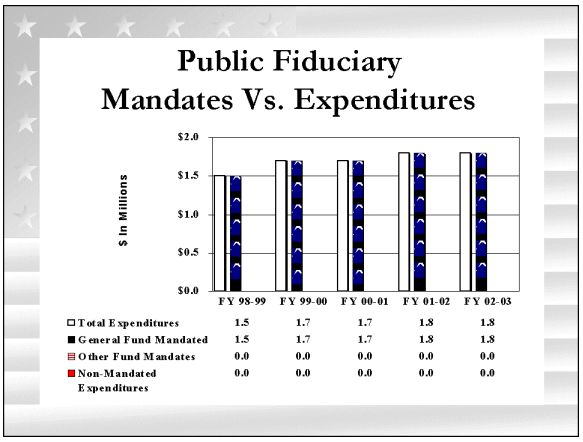
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,518,639	$ 1,518,639
FY 1999-00 Actuals	$ 1,677,515	$ 1,677,515
FY 2000-01 Actuals	$ 1,703,933	$ 1,703,933
FY 2001-02 Estimate	$ 1,794,080	$ 1,794,080
FY 2002-03 Adopted Budget	$ 1,820,125	$ 1,820,125

Total Mandated Expenditures	General Fund	Total
FY 1998-99 Actuals	$ 1,518,639	$ 1,518,639
FY 1999-00 Actuals	$ 1,677,515	$ 1,677,515
FY 2000-01 Actuals	$ 1,703,933	$ 1,703,933
FY 2001-02 Estimate	$ 1,788,867	$ 1,788,867
FY 2002-03 Adopted Budget	$ 1,820,125	$ 1,820,125

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Public Fiduciary (Continued)

Mandate Information

TITLE	Office of the Public Fiduciary
AUTHORITY	A.R.S. §§ 14-5601 through 5607 Establishment Of Office Of Public Fiduciary; Appointments; Costs.
HISTORY/ BACKGROUND	In 1973, the legislature undertook a substantial revision of all laws relating to decedents' estates, guardianships, protective proceedings and trusts. The Office of the Public Fiduciary was established by statute in 1975 and expanded in the 1995 legislative session with the passing of SB 1273. The Public Fiduciary will be expected to provide guardianship for those who are determined to be incompetent to stand trial.
MANDATE DESCRIPTION	The Public Fiduciary is appointed for those persons or decedents' estates in need of guardianship, conservatorship or public administration and for whom there is no person or corporation qualified and willing to act in such capacity.

Office of the Public Fiduciary	General Fund	Total
FY 1998-99 Actuals	$ 1,416,775	$ 1,416,775
FY 1999-00 Actuals	$ 1,584,050	$ 1,584,050
FY 2000-01 Actuals	$ 1,638,521	$ 1,638,521
FY 2001-02 Estimate	$ 1,706,014	$ 1,706,014
FY 2002-03 Adopted Budget	$ 1,736,824	$ 1,736,824

Indigent Burial Services	General Fund	Total
FY 1998-99 Actuals	$ 101,864	$ 101,864
FY 1999-00 Actuals	$ 93,465	$ 93,465
FY 2000-01 Actuals	$ 65,412	$ 65,412
FY 2001-02 Estimate	$ 82,853	$ 82,853
FY 2002-03 Adopted Budget	$ 83,301	$ 83,301

Public Fiduciary (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
340 PUBLIC FIDUCIARY

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,571,410	$ 248,715	$ -	$ 1,820,125	$ 850,000
SUB-TOTAL	$ 1,571,410	$ 248,715	$ -	$ 1,820,125	$ 850,000
TOTAL FUNDS	$ 1,571,410	$ 248,715	$ -	$ 1,820,125	$ 850,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

340 PUBLIC FIDUCIARY

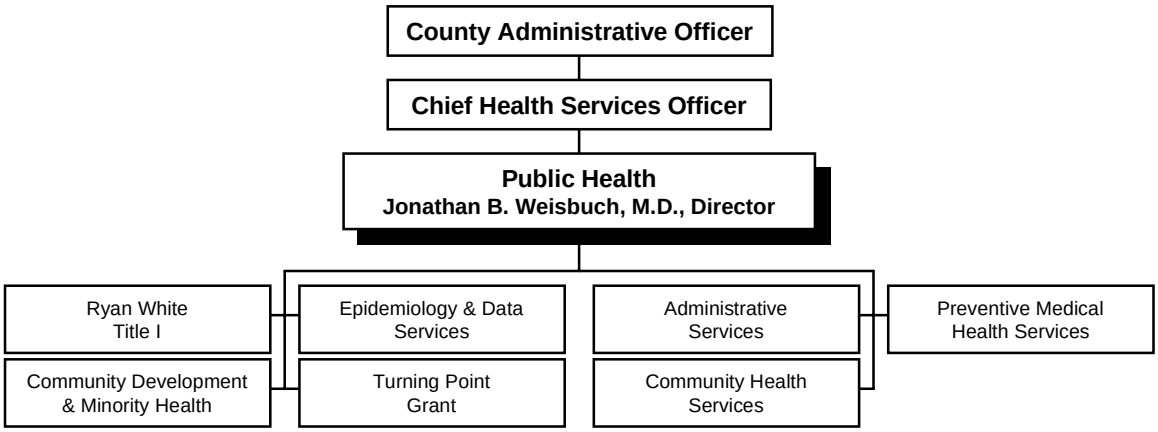
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	863,930	830,000	850,000	820,000	850,000	850,000	-	0%
Total Revenue	$ 863,930	$ 830,000	$ 850,000	$ 820,000	$ 850,000	$ 850,000	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,180,266	$ 1,280,982	$ 1,276,756	$ 1,250,076	$ 1,260,771	$ 1,281,651	$ (4,895)	0%
705 TEMPORARY PAY	39,904	100	60	39,130	151	151	(91)	-152%
710 OVERTIME	33,036	-	-	-	-	-	-	
750 FRINGE BENEFITS	225,189	263,673	259,425	262,352	289,608	289,608	(30,183)	-12%
790 OTHER PERSONNEL SERVICES	5,273	-	-	-	-	-	-	
SubTotal	$ 1,483,668	$ 1,544,755	$ 1,536,241	$ 1,551,558	$ 1,550,530	$ 1,571,410	$ (35,169)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 12,078	$ 28,988	$ 23,267	$ 20,000	$ 23,122	18,004	5,263	23%
802 MEDICAL SUPPLIES	-	-	-	177	-	-	-	
803 FUEL	2,464	3,578	3,578	2,182	2,784	2,500	1,078	30%
804 NON-CAPITAL EQUIPMENT	-	-	-	-	4,000	-	-	
812 OTHER SERVICES	18,927	8,124	8,124	3,193	8,124	6,500	1,624	20%
820 RENT & OPERATING LEASES	164,981	185,395	185,395	185,128	192,535	192,535	(7,140)	-4%
825 REPAIRS AND MAINTENANCE	1,162	12,900	12,135	1,501	12,900	2,000	10,135	84%
839 INTERNAL SERVICE CHARGES	8,882	9,785	9,785	14,211	14,200	11,276	(1,491)	-15%
842 TRAVEL & EDUCATION	11,771	7,200	7,200	8,497	7,200	8,500	(1,300)	-18%
843 POSTAGE/FREIGHT/SHIPPING	-	7,875	7,875	7,633	7,878	7,400	475	6%
SubTotal	$ 220,265	$ 263,845	$ 257,359	$ 242,522	$ 272,743	$ 248,715	$ 8,644	3%
CAPITAL OUTLAY								
Total Expenditures	$ 1,703,933	$ 1,808,600	$ 1,793,600	$ 1,794,080	$ 1,823,273	$ 1,820,125	$ (26,525)	-1%
Operating Balance (Rev. - Exp.)	$ (840,003)	$ (978,600)	$ (943,600)	$ (974,080)	$ (973,273)	$ (970,125)	$ (26,525)	-3%

Public Fiduciary (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 340 PUBLIC FIDUCIARY	
WORKING TITLE	**FTE**
ADMINISTRATIVE COORDINATOR III	1.0
ASSISTANT PUBLIC FIDUCIARY	1.0
CLERK IV	1.0
ESTATE ADMINISTRATION MANAGER	1.0
ESTATE ADMINISTRATOR	9.0
ESTATE ANALYST	4.0
ESTATE FIELD INVESTIGATOR	1.0
ESTATE OPERATIONS MANAGER	1.0
FINANCIAL EXPLOITATION INVESTIGATOR	1.0
GUARDIAN ADMINISTRATION MANAGER	1.0
GUARDIAN ADMINISTRATOR	7.0
INDIGENT BURIAL COORDINATOR	2.0
LEGAL SECRETARY II	1.0
LEGAL SECRETARY III	1.0
PUBLIC FIDUCIARY	1.0
SECRETARY	1.0
SENIOR SYSTEMS ANALYST	1.0
TOTAL	**35.0**

Public Health



Mission

The mission of the Department of Public Health is to provide leadership in public health to people and communities in Maricopa County so that health is promoted, preserved, and protected.

Vision

To be a nationally recognized leader in building healthy communities by developing and implementing model public health policies and services.

Goals

- Meet or exceed performance objectives for 85% of the Department's program output measures by end of FY 2002. (See activity statements and performance measures for specific Public Health programs.)
- Ensure Department expenditures for 3 major funds, 66 low orgs and 55 grants are within authorized budget levels by the end of each fiscal/grant year in order to assure financial accountability and continued support for public health programs.
- Add $1,000,000 in new or expanded grant awards, contracts, and allowable fees by June 2003 to maintain existing programs and to respond to the increasing demand for public health services.
- Through employee creativity training and idea-generating sessions to be completed by June 2002, create an organizational culture that rewards the creative ideas of employees that improve public health services.
- Implement a process of quality improvement by June 2002 to improve the efficiency, effectiveness and quality of public health services.
- Expand and strengthen the Health and Human Services Emergency Response Plan by June 2002 to insure rapid and effective responses to a bioterrorist attack or other catastrophic event.
- Establish quality public health facilities throughout Maricopa County by June 2006 to insure client service needs are met in safe, efficient and regionally located working environment.
- Establish proper levels of compensation, increase employee recognition and enhance career development opportunities for employees by June 2003 to improve the Department's ability to retain and recruit employees.

Public Health (Continued)

Issues

- Increased Demand for Public Health Services – Rapid population growth, as well as a rising number of medically uninsured individuals, results in an increased demand for public health services from an already strained public health service delivery system.
- Public Image/Community Support – The public is confused about the role and functions of Public Health, thus significantly limiting the amount of funding and community support for public health issues.
- Regional Service Delivery – With the population of Maricopa County moving further away from the urban center, it is becoming more difficult for the Department to deliver services to all County residents.
- Bioterrorism/Major Emergencies – In the event of a bioterrorist attack or some other major emergency, organized resources currently available will not be sufficient to properly respond to such an event.
- Staff Recruitment – A shortage of skilled public health professionals, low salaries and substandard working conditions make it difficult to attract enough high quality employees.
- Staff Retention – Poor working conditions, inadequate compensation and limited advancement opportunities within Public Health make it difficult to retain enough high quality employees.
- Public Health Facilities – Public Health facilities are old and in disrepair, which make them inefficient and unsafe for employees and clients and limits the Department's capacity to deliver services and maintain high standards for excellence in customer service.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
PUBLIC HEALTH
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMMUNITY DEVELOPMENT	$ 87,678	$ 119,729	$ -	$ 207,407	$ 94,524
HIV SERVICES CONTRACTS MGMT	990,654	6,318,734	-	7,309,388	6,886,993
HEALTH RELATED DATA	228,751	21,967	-	250,718	11,759
HEALTH EDUCATION	2,768,765	3,735,494	-	6,504,259	6,828,374
HEALTHCARE FOR HOMELESS INDVDL	1,558,212	645,796	-	2,204,008	2,071,220
INFECT DISEASE CNTRL & TREATMT	4,737,923	2,300,854	957	7,039,734	4,614,957
IMMUNIZATION SERVICES	2,004,656	3,989,102	25,000	6,018,758	4,721,528
MATERNAL AND CHILD HEALTH	2,141,182	758,777	9,660	2,909,619	1,976,282
NUTRITION	5,205,349	1,833,949	-	7,039,298	6,786,919
ORAL HEALTH	284,950	150,670	-	435,620	354,311
ADMINISTRATIVE SERVICES PROGRA	916,370	1,751,562	-	2,667,932	1,606,905
INFORMATION TECHNOLOGY PROGRAM	79,530	421,250	-	500,780	472,619
UNALLOCATED/INDIRECT COSTS	203,641	612,253	-	815,894	836,325
Total	$ 21,207,661	$ 22,660,137	$ 35,617	$ 43,903,415	$ 37,262,716

Key Performance Measures

Program Name: Community Development

Program Purpose: The purpose of the Community Development Program is to provide facilitation and resources to communities at risk in Maricopa County so that they can reduce disease and respond to catastrophic events.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of minority and community health grants applied for that are awarded	N/A	20	67	50
Percent of Health and Human Services Emergency Response Plan completed	0	5	100	100

Program Name: Health Education

Program Purpose: The purpose of Health Education is to provide prevention education to people living in Maricopa County so that healthy behaviors are increased and the incidence of disease is reduced.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of students reporting 30 minutes or more of physical activity each school day	80	N/A	82	0
Increase in HIV risk knowledge as measured by pre/post test (percent)	17	48	60	60
Car seats inspected	937	843	1,294	600
Percent of adult clients quitting tobacco use	N/A	35	43	20
Percent of HIV Prevention Community Planning Group members supporting the direction of the plan	97	90	93	92

Program Name: Health Related Data

Program Purpose: The purpose of Health Related Data is to provide accurate and timely data and documents to members of the public and service providers so that they have relevant information for disease detection, disease prevention, and legal documentation.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Health Status Yearly Reports	2	2	3	2
Number of certified copies issued	218,644	219,702	225,224	215,000

Program Name: Healthcare for Homeless Individuals

Program Purpose: The purpose of Healthcare for Homeless Individuals is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so that an optimal level of health can be achieved.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of homeless substance abuse clients interviewed	N/A	6.5	7	6.5
Percent of homeless in Phoenix metropolitan area seen at least once at clinic	40	43	38	40

Public Health (Continued)

Program Name: HIV Services Contracts Management

Program Purpose: The purpose of HIV Services Contract Management is to provide planning, procurement, execution, and monitoring of medical, health, and support service agreements to people living with HIV/AIDS so that morbidity and mortality will be reduced and overall quality of life will be improved.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of all Title I funded clients who access primary medical care	90	92	94	94
Percent of HIV/AIDS Services Planning Council members who indicate that they are equipped to make allocation decisions	N/A	N/A	86	75

Program Name: Immunization Services

Program Purpose: The purpose of Immunization Services is to provide immunizations to eligible children and adults so that vaccine-preventable diseases can be prevented in Maricopa County.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of children 0-2 years old receiving full complement of immunizations	44	44	43	45
Percent improvement in scores on immunization knowledge (as measured in pre/post tests)	30	20	11	10
Percent increase in mean immunization completion rate after intervention	21	16	4	5
Percent positive response on adult immunization customer satisfaction surveys	92	95	94	95

Program Name: Infectious Disease Control and Treatment

Program Purpose: The purpose of Infectious Disease Control and Treatment is to provide clinical, outreach, and community-based interventions to defined populations and communities in order to prevent sexually transmitted diseases and tuberculosis, and promote the health of the community.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of perinatal syphilis referrals receiving services	44	34	60	42
Percent of investigated individuals who receive HIV prevention education	92	82	83	85
Percent of clients who said that their HIV test result was explained clearly and simply	100	97	100	92
Cost savings on lab tests	3,834,770	4,801,329	4,925,772	4,540,709
Cost savings for treating congenital syphilis cases before the birth of the infant	1,272,466	2,058,000	2,642,000	2,000,000
Percent of TB suspects/cases who receive intervention	92	95	94	95
Percent of refugees entering Maricopa County who complete health screening	90	91	77	85

Public Health (Continued)

Key Results: (Continued)	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of clients followed by the Hansen's Clinic who did not have deformities at the time of diagnosis, who develop such during treatment	0	0	0	0
Percent of general health surveillance reports investigated	63	50	45	50
Percent of communicable disease outbreaks in early release facility (Tent City) originating with individuals screened by Con-Tents activity.	N/A	0	0	0
Percent savings over wholesale price: Rifampin 300 mg	76	76	77	78

Program Name: Maternal and Child Health

Program Purpose: The purpose of Maternal and Child Health is to provide assessment, services, and policy development leadership to families so that health disparities among women and children are reduced.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits	76	78	77	75
Parenting interventions completed (number of families)	3,183	2,796	2,055	500
Percent of stakeholders in sample who report that they have used the Maternal/Child Health (MCH) Needs Assessment or other data	N/A	57	64	70
Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy	N/A	42	48	45
Percent of women returning for annual re-screening for breast and cervical cancer	60	36	52	45
Percent of businesses requesting repeat services for parenting classes	N/A	33	N/A	N/A
Percent of families that improve in parenting skills	80	85	85	85
Percent of babies referred from the Newborn Intensive Care Unit that receive a home visit	N/A	80	88	80
Percent of lead hazard referrals who receive at least one home visit	N/A	95	98	90

Public Health (Continued)

Program Name: Nutrition

Program Purpose: The purpose of Nutrition is to provide nutrition services, resources and referrals to residents of Maricopa County so that they will be empowered to implement nutritional practices associated with disease reduction and optimal health.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Increase (percent) on post-survey vs. pre-survey: Identification of five or more as the correct number of fruits/vegetables to eat each day	59	52	N/A	5
Value of food draft redemption within Maricopa County	39,386,063	36,849,161	N/A	39,000,000
Percent of eligible seniors who receive supplemental food from activity	52	52	52	48
Hours contributed to public health projects by dietetics interns	800	816	917	640

Program Name: Oral Health

Program Purpose: The purpose of Oral Health is to provide education, preventive, and treatment services to targeted children, adults and health care providers, so that oral disease is detected, reduced, and oral health is enhanced.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of children with untreated dental needs given dental referral sheet following screening	100	100	100	100
Percent HIV/AIDS client satisfaction with the Office of Oral Health	90	92	92	90
Attendee satisfaction with oral health tobacco use training session (percent)	N/A	0	90	85
Percent of children with urgent oral health conditions (pain and/or infection) referred to school nurse for subsequent dental treatment services	100	100	100	N/A

Mandate Consolidated Financial Data

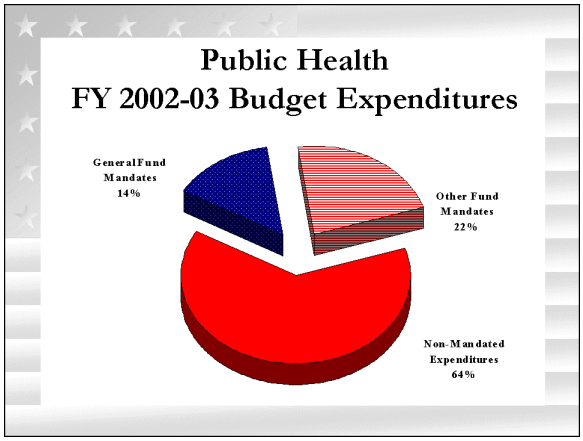
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 4,295,797	$ 23,246,722	$ 27,542,519
FY 1999-00 Actuals	$ 4,830,212	$ 26,105,789	$ 30,936,001
FY 2000-01 Actuals	$ 5,317,267	$ 30,111,405	$ 35,428,672
FY 2001-02 Estimate	$ 5,836,520	$ 33,287,194	$ 39,123,714
FY 2002-03 Adopted Budget	$ 6,362,882	$ 37,540,533	$ 43,903,415

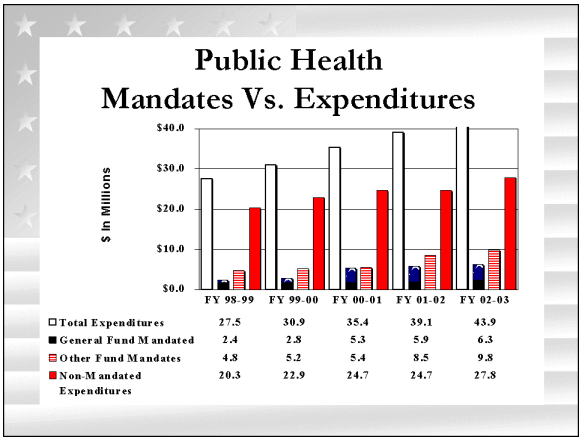
Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 2,441,217	$ 4,766,452	$ 7,207,669
FY 1999-00 Actuals	$ 2,793,743	$ 5,215,750	$ 8,009,493
FY 2000-01 Actuals	$ 3,246,906	$ 5,408,555	$ 8,655,461
FY 2001-02 Estimate	$ 3,357,283	$ 8,545,937	$ 11,903,220
FY 2002-03 Adopted Budget	$ 3,922,024	$ 9,784,584	$ 13,706,608

Total Administrative Mandates	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 1,854,580	$ -	$ 1,854,580
FY 1999-00 Actuals	$ 2,036,469	$ -	$ 2,036,469
FY 2000-01 Actuals	$ 2,070,361	$ -	$ 2,070,361
FY 2001-02 Estimate	$ 2,479,237	$ -	$ 2,479,237
FY 2002-03 Adopted Budget	$ 2,440,858	$ -	$ 2,440,858

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 18,480,270	$ 18,480,270
FY 1999-00 Actuals	$ -	$ 20,890,039	$ 20,890,039
FY 2000-01 Actuals	$ -	$ 24,702,850	$ 24,702,850
FY 2001-02 Estimate	$ -	$ 24,741,257	$ 24,741,257
FY 2002-03 Adopted Budget	$ -	$ 27,755,949	$ 27,755,949

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Mandate Information

TITLE	Control And Treatment Of Contagious Diseases
AUTHORITY	A.R.S. § 36-628 Provision For Care Of Persons Afflicted With Contagious Diseases. A.R.S. § 36-663 Communicable Disease Control. A.R.S. §§ 36-711 Through 738 (1997) Tuberculosis Control. A.R.S. 36-662 Access to Records. A.R.S. 36-104 Powers and Duties. Arizona Administrative Code R9-6-309 Chlamydia, R9-6-323 Gonorrhea, and R9-6-360 Syphilis.
HISTORY/ BACKGROUND	Arizona public health statutes mandate county health departments to perform the above referenced functions. Specific rules and regulations are promulgated by the Arizona Department of Health Services (ADHS). ADHS has delegated the function of local tuberculosis control officer to Maricopa County Department of Public Health (MCDPH). Through the concerted efforts of county health departments, the Arizona Attorney General's Office and the Arizona affiliate of the American Lung Association, new tuberculosis control statutes were passed by the Arizona legislature in 1997. These new laws strengthen the mandate of a county health department to control tuberculosis through the use of involuntary isolation and quarantine of non-compliant individuals with or suspected of having active tuberculosis. Since the enactment of these statutes, MCDPH has issued less than 6 emergency custody orders. ADHS has also delegated control measures (follow-up on positive test results) and contact control measures (interview infected individuals, elicit contacts, and arrange treatment of contacts) for Gonorrhea, Chlamydia, and Syphilis to the local Health Department. This includes the identification and follow-up on all reported positive Syphilis serologies on infants with Congenital Syphilis in Maricopa County.
MANDATE DESCRIPTION	County health departments are mandated to order non-compliant persons with or suspected of having active tuberculosis, to comply with voluntary examination, monitoring, treatment, isolation or quarantine. If the individual fails to comply with such order, the local tuberculosis control officer or local health director, may issue an emergency custody order directing the sheriff or other law enforcement officer to take such individual into custody. These statutes outline the procedures local health officers must follow once an emergency custody order is issued. A health care provider who knowingly refuses to perform his/her legal duties under the above listed statutes can be held criminally liable. In 1995, sections B and C were added to A.R.S. § 36-663. Section B lists specific procedures a health care provider must follow in order to obtain written or oral consent of a patient in order to conduct an HIV test. Section C mandates that providers obtaining oral consent to conduct an HIV test must sign a form to that effect and return it to the ADHS. County health departments are also mandated to notify individuals who test positive for Syphilis of their test result within 30 days. It is also the responsibility of the local health department to conduct an epidemiological investigation on each reportable case and notify identified sexual contacts of patients and to arrange for treatment. The Arizona Revised Statutes provide local health departments, in the course of an investigation, access to medical records and lab reports concerning the diagnosis, treatment, and control of specific communicable diseases. There are also statute requirements for minors to obtain treatment for venereal disease without the consent of their parents (A.R.S.44-132.01.) and mandates for testing pregnant women for Syphilis at the time of their first prenatal exam (A.R.S.36-693).

Control and Treatment of Contagious Diseases	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 1,094,615	$ 1,486,253	$ 2,580,868
FY 1999-00 Actuals	$ 1,263,694	$ 1,663,657	$ 2,927,351
FY 2000-01 Actuals	$ 1,342,334	$ 1,815,591	$ 3,157,925
FY 2001-02 Estimate	$ 1,250,769	$ 1,829,101	$ 3,079,870
FY 2002-03 Adopted Budget	$ 1,461,222	$ 2,450,912	$ 3,912,134

TITLE
Medical Care Of Indigent

AUTHORITY
A.R.S. 11-291 Hospitalization And Medical Care Of The Indigent Sick

HISTORY/ BACKGROUND
Prior to the separation of the Medical Center from County management, Public Health Services received some county funding for the medical care of the indigent. Since the separation, Public Health Services has continued to operate a medical clinic servicing a portion of the indigent homeless population using only grant funding.

MANDATE DESCRIPTION
The counties are the mandated payor of last resort for emergency medical treatment of the indigent population of the County. Per A.R.S. 11-291, the Board of Supervisors has sole and exclusive authority to provide for the hospitalization and medical care of the indigent sick. The Board of Supervisors may hire physicians and others to accomplish this function. Counties are not liable to provide care once the person is placed on the AHCCCS rolls.

Medical Care of Indigent	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 1,344,826	$ 1,344,826
FY 1999-00 Actuals	$ -	$ 1,598,015	$ 1,598,015
FY 2000-01 Actuals	$ -	$ 1,625,757	$ 1,625,757
FY 2001-02 Estimate	$ -	$ 1,718,439	$ 1,718,439
FY 2002-03 Adopted Budget	$ -	$ 1,804,124	$ 1,804,124

TITLE
Vital Registration

AUTHORITY
A.R.S. § 36-186 Director Of Local Health Departments; Powers And Duties; A.R.S. § 36-302 Vital Records And Public Health Statistics; A.R.S. § 36-322 Electronic Registration Of Birth Certificates; A.R.S. § 36-327 Electronic Filing Of Death Certificates; A.R.S. § 36-329 Electronic Filing Of Fetal Death Certificates.

HISTORY/ BACKGROUND
The responsibility for information relative to vital statistics originates at the county level. The passage of the federal welfare reform law and it's requirements regarding the collection of child support, and tracking of births occurring outside marriage, required states to amend their laws concerning the collection of information to be recorded on the birth certificate. In addition, the Arizona State Legislature was interested in making birth certificates more easily available to the public. A.R.S. § 36-322 also allows the local registrar to electronically file birth certificates with the Arizona Department of Health Services. A.R.S. § 36-329 allows the electronic filing of fetal death certificates.

MANDATE DESCRIPTION
Register all births and deaths in the County and provide copies of birth and death certificates for sale. Monitor health statistics for births and deaths. Data collection: Section F of A.R.S. § 36-322 sets out the requirements regarding recordation of paternity. Section F also requires local registrars to allow public access to death certificates if 50 years have passed since the death occurred. Section G requires local registrars to report paternity determinations/recessions with the state registrar in order for the state registrar to fulfill their statutory obligation. Section N is entirely new and requires local registrars to make birth certificates available to the public if 75 years have passed since the birth was registered. Section A now permits electronic filing of birth, death, and fetal death certificates.

Public Health (Continued)

Vital Registration	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ -	$ 903,471	$ 903,471
FY 1999-00 Actuals	$ -	$ 1,210,788	$ 1,210,788
FY 2000-01 Actuals	$ -	$ 1,322,288	$ 1,322,288
FY 2001-02 Estimate	$ -	$ 1,369,841	$ 1,369,841
FY 2002-03 Adopted Budget	$ -	$ 1,330,020	$ 1,330,020

TITLE Office of the Director of the Department of Public Health

AUTHORITY A.R.S. § 36-186 Director Of Local Health Department; Powers And Duties; A.R.S. § 36-602 Abatement Of Nuisances; A.R.S. § 36-624 Quarantine And Sanitary Measures To Prevent Contagion; A.R.S. § 36-628 Provision For Care Of Persons Afflicted With Contagious Disease; A.R.S. § 36-721 Rules And Regulations; A.R.S. § 36-722 Limitation Of Authority For Treatment.

HISTORY/ BACKGROUND By statute, local health departments are mandated to control/eliminate sources of public health nuisance, filth and contagion.

MANDATE DESCRIPTION A.R.S. § 36-186, as amended, mandates directors of local health departments to "enforce any law or ordinance " relating to public health, including laws/ordinances which concern public businesses, rental properties and vacant properties. A.R.S. § 36-602 now mandates that local health department directors assess fines against property owners who do not comply with health department orders to remove sources of public health nuisances or sources of filth from their property.

Office of the Director of the Department of Public Health	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 527,918	$ -	$ 527,918
FY 1999-00 Actuals	$ 557,432	$ -	$ 557,432
FY 2000-01 Actuals	$ 532,023	$ -	$ 532,023
FY 2001-02 Estimate	$ 627,213	$ -	$ 627,213
FY 2002-03 Adopted Budget	$ 485,666	$ -	$ 485,666

TITLE Immunization And Investigation, And Reporting

AUTHORITY A.R.S. § 36-186 Director Of Local Health Department; Powers And Duties; A.R.S. § 36-621 Reports Of Contagious Diseases; A.R.S. § 36-622 Report By Hotel Keeper Of Contagious Diseases; A.R.S. § 36-623 Reports By Physicians Of Death From Contagious Diseases; Arizona Administrative Coder9-6-702 - County Health Departments Required To Provide Immunizations.

HISTORY/ BACKGROUND Local health officers are charged, by statute, to provide essential public health functions. In addition, local health departments are mandated by state statute to receive public reports of contagious disease and to provide immunization. Each local health department is further mandated to track disease statistics and trends, and reports them to the Arizona Department of Health Services. To better track childhood immunization rates, A.R.S. § 336-135 requires all health care providers who administer immunizations to children to electronically transmit immunization data to Arizona Department of Health Services (ADHS). ADHS is required to report this information to federal Centers for Disease Control.

MANDATE DESCRIPTION Provide free immunization to children (birth to age 18), receive reports of contagious diseases, investigate reports of contagious diseases, organize and evaluate data related to contagious diseases, track the health statistics of the County, and publish related reports. For each child immunized by Public Health Services, they must inform ADHS of the provider's name, business address and telephone number, the child's name, address, social security number, gender, date of birth, and mother's maiden name.

Public Health (Continued)

Immunization and Investigation, and Reporting	General Fund	Special Revenue	Total
FY 1998-99 Actuals	$ 818,684	$ 1,031,902	$ 1,850,586
FY 1999-00 Actuals	$ 972,617	$ 743,290	$ 1,715,907
FY 2000-01 Actuals	$ 1,372,549	$ 644,919	$ 2,017,468
FY 2001-02 Estimate*	$ 1,479,301	$ 3,628,556	$ 5,107,857
FY 2002-03 Adopted Budget**	$ 1,975,136	$ 4,199,528	$ 6,174,664

*Special Revenue for Fy 01/02 includes $4,682,941 in donated vaccine materials
**Special Revenue for Fy 002/03 includes $3,000,000 in donated vaccine materials

Public Health (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
860 PUBLIC HEALTH

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 5,167,533	$ 1,184,732	$ 10,617	$ 6,362,882	$ -
SPECIAL REVENUE	16,040,128	21,475,405	25,000	37,540,533	37,262,716
SUB-TOTAL	$ 21,207,661	$ 22,660,137	$ 35,617	$ 43,903,415	$ 37,262,716
TOTAL FUNDS	$ 21,207,661	$ 22,660,137	$ 35,617	$ 43,903,415	$ 37,262,716

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

860 PUBLIC HEALTH

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	27,508,556	31,126,633	34,232,392	27,541,583	28,580,395	28,378,102	(5,854,290)	-17%
620 OTHER INTERGOVERNMENTAL	1,406	4,682,941	9,582,941	3,126,755	6,017,446	6,017,446	(3,565,495)	-37%
635 OTHER CHARGES FOR SERVICES	1,156,980	1,450,660	1,450,660	1,216,721	71,400	71,400	(1,379,260)	-95%
638 PATIENT SERVICE REVENUE	1,173,255	1,181,801	1,181,801	1,236,876	2,586,461	2,750,768	1,568,967	133%
645 INTEREST EARNINGS	-	-	-	25,380	-	-	-	
650 MISCELLANEOUS REVENUE	364,829	7,000	7,000	15,319	-	-	(7,000)	-100%
680 TRANSFERS IN	20,885	65,000	65,000	44,437	45,000	45,000	(20,000)	-31%
Total Revenue	$ 30,225,911	$ 38,514,035	$ 46,519,794	$ 33,207,071	$ 37,300,702	$ 37,262,716	$ (9,257,078)	-20%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 12,282,226	$ 13,413,634	$ 16,117,278	$ 14,130,892	$ 16,501,489	$ 15,827,707	$ 289,571	2%
705 TEMPORARY PAY	302,045	230,652	214,401	291,778	715,339	710,989	(496,588)	-232%
710 OVERTIME	590,356	-	-	38,429	16,339	14,588	(14,588)	
750 FRINGE BENEFITS	2,679,893	3,389,205	3,663,769	3,298,379	4,197,752	4,060,584	(396,815)	-11%
790 OTHER PERSONNEL SERVICES	21,924	629,453	559,537	222,623	268,028	546,394	13,143	2%
795 PERSONNEL SERVICES ALLOC OUT	(93,156)	(71,991)	(104,405)	(61,718)	(115,791)	(115,791)	11,386	11%
796 PERSONNEL SERVICES ALLOC IN	106,924	71,991	71,991	70,265	115,791	163,190	(91,199)	-127%
SubTotal	$ 15,890,212	$ 17,662,944	$ 20,522,571	$ 17,990,648	$ 21,698,947	$ 21,207,661	$ (685,090)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,813,284	$ 2,466,347	$ 3,020,773	$ 339,371	$ 7,366,139	8,219,470	(5,198,697)	-172%
802 MEDICAL SUPPLIES	1,738,458	6,339,355	11,210,819	4,608,864	1,782,925	1,098,164	10,112,655	90%
803 FUEL	11,634	11,860	11,860	11,573	11,550	11,550	310	3%
804 NON-CAPITAL EQUIPMENT	464,083	97,436	176,436	181,371	174,090	174,090	2,346	1%
810 LEGAL SERVICES	6,576	8,100	8,100	4,969	6,052	6,052	2,048	25%
811 HEALTH CARE SERVICES	507,764	439,207	415,453	722,837	917,823	917,823	(502,370)	-121%
812 OTHER SERVICES	12,067,298	14,397,860	14,124,464	11,991,939	6,879,672	7,790,712	6,333,752	45%
820 RENT & OPERATING LEASES	931,912	1,047,064	1,047,064	1,076,463	1,312,109	1,312,109	(265,045)	-25%
825 REPAIRS AND MAINTENANCE	62,764	155,332	155,332	103,733	182,573	182,573	(27,241)	-18%
830 INTERGOVERNMENTAL PAYMENTS	191,334	112,460	112,460	211,892	712,864	712,864	(600,404)	-534%
839 INTERNAL SERVICE CHARGES	172,001	159,279	159,279	189,822	202,290	202,290	(43,011)	-27%
842 TRAVEL & EDUCATION	286,969	332,386	330,838	306,372	451,453	436,246	(105,408)	-32%
843 POSTAGE/FREIGHT/SHIPPING	35,871	2,590	1,296	42,478	93,781	88,569	(87,273)	-6734%
845 SUPPORT AND CARE OF PERSONS	11,525	130,040	130,040	47,086	88,713	88,713	41,327	32%
850 UTILITIES	34,421	33,650	49,090	57,385	45,411	45,411	3,679	7%
880 TRANSFERS OUT	1,016,071	1,183,927	1,183,927	1,226,376	1,336,509	1,373,501	(189,574)	-16%
890 LOSS ON FIXED ASSETS	-	-	-	(276)	-	-	-	
SubTotal	$ 19,351,965	$ 26,916,893	$ 32,137,231	$ 21,122,255	$ 21,563,954	$ 22,660,137	$ 9,477,094	29%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	22,699	-	-	-	-	-	-	
920 CAPITAL EQUIPMENT	137,076	-	-	10,492	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	26,725	-	-	-	25,000	25,000	(25,000)	
950 DEBT SERVICE	-	-	-	319	957	10,617	(10,617)	
SubTotal	$ 186,500	$ -	$ -	$ 10,811	$ 25,957	$ 35,617	$ (35,617)	
Total Expenditures	$ 35,428,677	$ 44,579,837	$ 52,659,802	$ 39,123,714	$ 43,288,858	$ 43,903,415	$ 8,756,387	17%
Operating Balance (Rev. - Exp.)	$ (5,202,766)	$ (6,065,802)	$ (6,140,008)	$ (5,916,643)	$ (5,988,156)	$ (6,640,699)	$ (500,691)	-8%

Public Health (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 860 PUBLIC HEALTH WORKING TITLE	FTE
ACCOUNTANT III	1.0
ACCOUNTING CLERK	1.0
ACCREDITED RECORDS TECHNICIAN	1.0
ADMIN CLERK	1.0
ADMIN OFFICE SUPPORT	1.5
ADMINISTRATIVE ASSISTANT	15.8
ADMINISTRATIVE ASSISTANT LEAD	1.0
ADMINISTRATIVE ASSISTANT/PC	1.0
ADMINISTRATIVE COORDINATOR	6.0
ADMINISTRATIVE COORDINATOR VI	2.0
ADMINISTRATIVE PROGRAM COORDINATOR	1.0
ADMINISTRATIVE PROGRAM MANAGER	1.0
ADMINISTRATIVE SUPERVISOR	1.0
ADMINISTRATIVE SUPPORT MANAGER	1.0
ADMINISTRATIVE/OFFICE LEAD	1.0
ADMINISTRATIVE/OFFICE SPECIALIZED	3.0
ADMINISTRATIVE/OFFICE SUPPORT SENIOR/LEAD	3.0
ADMINISTRATOR	1.0
ADMINSTRATOR - DIRECTOR	1.0
ANCILIARY SERVICE MANAGER	1.0
AUTOMATED REGISTRATION TECH	3.0
BUDGET ANALYST	1.0
BUSINESS & TECHNICAL SERVICES MANAGER	1.0
CASE MANAGER	17.0
CASE MANAGER AIDE	3.0
CASHIER	1.0
CESSATION SPECIALIST	18.0
CESSATION TEAM LEADER 1	1.0
CESSATION TEAM LEADER 2	1.0
CHILDHOOD INJURY PREV. & GEN. HEALTH EDUCATOR	1.0
CLERK IV	6.0
COMMUNICABLE DISEASE INVESTIGATOR	19.0
COMMUNITY COORDINATOR	3.0
COMMUNITY HEALTH SERVICES DIRECTOR	1.0
COMMUNITY HIV PREVENTION PROGRAM COORDINATOR	1.0
COMMUNITY NUTRITION MANAGER	1.0
COMMUNITY NUTRITION WORKER	95.9
COMMUNITY NUTRITION WORKER-FOOD PLUS	3.0
COMMUNITY NUTRITIONIST	3.1
COMMUNITY OUTREACH SPECIALIST	1.0
CONTRACT SPECIALIST	2.0
COUNSELOR I	2.0
COURIER	1.5
CPG PROGRAM ASSISTANT	1.0
CVD RISK REDUCTION PROGRAM MANAGER	1.0
DATA CONTROL SPECIALIST	2.0
DATA ENTRY CLERK	2.5
DATA ENTRY OPERATOR	1.0
DATABASE ADMINISTRATOR	1.0
DENTAL HYGENIST	0.7
DENTAL SEALANT COORDINAT	1.0
DEPUTY DIRECTOR PUBLIC HEALTH	1.0
DESK TOP PUBLISHER	1.0
DEVELOPMENT & COMMUNITY PLANNING PROGRAM MANAGER	1.0
DIRECTOR OF MINORITY HEALTH	1.0
DIRECTOR OF PUBLIC HEALTH	1.0
EPIDEMIOLOGIST	4.0

Public Health (Continued)

WORKING TITLE	FTE
EPIDEMIOLOGY & VITAL STATISTICS DIRECTOR	1.0
ETS SPECIALIST	4.0
ETS TEAM LEADER	1.0
EVALUATION COORDINATOR	1.0
EVALUATION SPECIALIST	2.0
EVALUATION TEAM LEADER	1.0
EXECUTIVE ASSISTANT	1.0
EXECUTIVE SECRETARY	1.0
FACILITIES MANAGER	1.0
FAMILY PRACTICE PHYSICIAN	1.0
FINANCE MANAGER	1.0
FINANCIAL BUSINESS MANAGER	1.0
FOOD PLUS PROGRAM MANAGER	1.0
GENERAL MAINTENANCE WORKER	1.0
GRANT PROCUREMENT MANAGER	1.0
GRANTS MANAGER	1.0
HEALTH EDUCATOR	6.9
HEALTH SERVICES ADMINISTRATOR II	1.0
HEALTH SERVICES CLERK I	1.0
HEALTH SERVICES COORDINATOR	1.0
HEALTH SURVEILLANCE NURSE	1.0
HIV HEALTH EDUCATION MANAGER	1.0
HIV HEALTH EDUCATOR	4.0
HIV/C&T SUPERVISOR	1.0
HI-RISK R.D.	4.0
HUMAN RESOURCES MANAGER	1.0
HUMAN RESOURCES SPECIALIST	2.0
H.R. LIAISON & PROCUREMENT	1.0
IMMUNIZATION NURSE	7.0
INFORMATION TECHNOLOGY DIRECTOR	1.0
LAB OFFICE ASSISTANT	1.0
LABORATORY TECHNICIAN	2.0
LABORATORY TECHNICIAN II	1.0
LAN ADMINISTRATOR	1.0
LAN MANAGER/WEB DEVELOPER	1.0
LICENSED PRACTICAL NURSE	8.0
LICENSED PRACTICAL NURSE II	1.0
LICENSED PRACTICAL NURSE - COMMUNICABLE DISEASE IN	1.0
MANAGEMENT ANALYST IV	1.0
MANAGER-SUPPORT STAFF	1.0
MEDIA SPECIALIST	3.0
MEDICAL ASSISTANT	1.0
MEDICAL DIRECTOR	0.8
MEDICAL DRIVER	1.0
MEDICAL DRIVER-ATTENDANT Ii	1.0
MEDICAL RECORDS CLERK	1.0
MEDICAL SERVICES MANAGER	1.0
MEN POWER PROJECT PROGRAM COORDINATOR	1.0
MICROBIOLOGIST/LAB TECHNICIAN	5.0
MIS COORDINATOR	1.0
MIS/BUDGET ANALYST	1.0
NICP NURSE	4.5
NICP NURSE SUPERVISOR	0.8
NURSE ASSISTANT MANAGER I	1.0
NURSE MANAGER	1.0
NURSE MANAGER I	2.0
NURSE MANAGER II	1.0
NURSE PRACTITIONER	2.0
NURSE PRACTITIONER/PHYSICIAN ASSISTANT	2.0
NURSING EDUCATION INSTRUCTOR II	1.0
NUTRITION PROGRAMS ASSISTANT	11.0
OFFICE ADMINISTRATOR	1.0
OFFICE SUPERVISOR	2.0
OHPE ADMINISTRATIVE ASSISTANT	1.0
OHPE PROGRAM ADMINISTRATOR	1.0

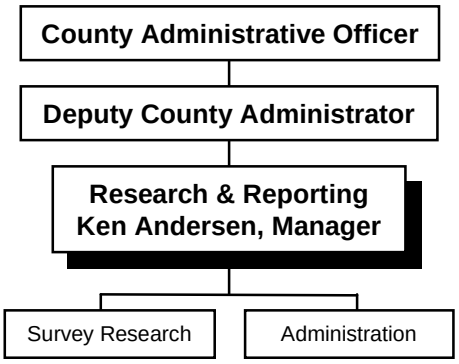
Public Health (Continued)

WORKING TITLE	FTE
ONS ADMINISTRATOR	1.0
OUTREACH SPECIALIST	2.0
OUTREACH WORKER	1.0
PARENT AIDE	3.5
PC LAN TECHNICIAN	2.0
PHARMACIST	1.0
PHARMACY TECHNICIAN	2.0
PHARMACY TECHNICIAN II	1.0
PHYSICIAN	1.0
PHYSICIAN ASSISTANT	2.0
PLANNING COUNCIL MANAGER	1.0
PREVENTION TEAM LEADER 1	1.0
PREVENTION TEAM LEADER 2	1.0
PREVENTIVE MEDICAL HEALTH SERVICES DIRECTOR	1.0
PROGRAM ADMIN SPECIALIST	1.0
PROGRAM ADMINISTRATOR	1.0
PROGRAM ANALYST	1.0
PROGRAM ASSISTANT	1.0
PROGRAM ASSISTANT PLANNING COUNCIL	1.0
PROGRAM COORDINATOR	2.0
PROGRAM DIRECTOR	1.0
PROGRAM MANAGER	3.0
PROGRAM SUPERVISOR	1.0
PROGRAMMER	1.0
PROTECTIVE SERVICES OFFICER	3.0
PUBLIC INFORMATION OFFICER	1.0
PUBLIC INFORMATION SPECIALIST	1.0
RADIOLOGIC TECHNOLOGIST I	1.0
RECEPTIONIST	1.0
REGISTERED DENTAL HYGIENIST	1.0
REGISTERED NURSE	8.1
REGISTERED NURSE III	15.4
REGISTERED NURSE IV	2.0
REGISTRAR	10.8
REGISTRATION ASSISTANT	1.0
RESEARCH ASSISTANT	1.0
RN MANAGER	1.0
RN/PROGRAM ADMINISTRATOR	1.0
RYAN WHITE PROGRAM COORDINATOR	1.0
RYAN WHITE PROGRAM DIRECTOR	1.0
RYAN WHITE QUALITY MANAGER	1.0
RYAN WHITE TITLE I PROG COORD	1.0
SECRETARY	1.0
SENIOR EPIDEMIOLOGIST	1.0
SENIOR EPIDEMIOLOGIST/DEPUTY DIRECTOR	1.0
SENIOR EPI/SAS/ORACLE PROGRAMMER/STATISTICIAN	1.0
SERVICE COORD EDUCATOR	1.0
SOCIAL SERVICES MANAGER	1.0
SUBSTANCE ABUSE COUNSELOR	1.0
SUPERINTENDENT	3.0
SURVEILLANCE COORDINATOR	1.0
TOBACCO USE PREVENTION PROGRAM ASSISTANT	1.0
TOBACCO USE PREVENTION PROGRAM CONTRACT COORDINATO	1.0
TOBACCO USE PREVENTION PROGRAM DEVELOPMENT COORDIN	2.0
TOBACCO USE PREVENTION PROGRAM MANAGER	1.0
TOBACCO USE PREVENTION PROGRAM MEDIA COORDINATOR	1.0
TRAINING SPECIALIST	1.0
TRAINING SPECIALIST R.D.	1.0
TRAINING & EDUCATION COORDINATOR	1.0
TURNING POINT COORDINATOR	1.0

Public Health (Continued)

WORKING TITLE	FTE
VITALS MANAGER	1.0
VOICE COMMUNICATION COORDINATOR	1.0
WIC CLERK	28.6
WIC PROGRAM MANAGER	1.0
WIC SITE SUPERVISOR	13.5
X-RAY TECHNICIAN	1.0
TOTAL	**522.7**

Research and Reporting



Mission

The mission of the Research and Reporting Department is to provide survey data services to county managers so they can more effectively manage for results using statistically reliable data.

Goals

- By January 2002 we will establish a mechanism to identify and document county management's expectations of Research and Reporting; and, determine the number and types of external studies that could be accommodated to defray administrative costs for the upcoming fiscal year.
- By January 2002 we will establish a partnership with Human Resources and the Office of Management and Budget to investigate the need for and feasibility of establishing a pool of temporary telephone interviewer/clerical staff.
- County management will incorporate employee and customer satisfaction survey data into their Managing for Results (MFR) plans by FY03

Issues

- The demand for services, both internally and externally, will continue to be unpredictable which adversely affects Research and Reporting's ability to plan and to manage.
- Current low unemployment rate, the temporary nature of the telephone interviewer position, technological and public relation challenges of the position adversely affects the ability of Research and Reporting to attract and retain a competent pool of skilled on-call employees.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
RESEARCH & REPORTING
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
RESEARCH AND REPORTING	$ 217,966	$ 141,410	$ -	$ 359,376	$ 352,000
ADMINISTRATIVE SERVICES PROGRA	26,872	16,752	-	43,624	44,000
UNALLOCATED/INDIRECT COSTS	26,870	16,752	-	43,622	44,000
Total	$ 271,708	$ 174,914	$ -	$ 446,622	$ 440,000

Research and Reporting (Continued)

Key Performance Measures

Program Name: Research And Reporting

Program Purpose: The purpose of the Research and Reporting Program is to provide survey data services to county managers and external agencies so they can have statistically valid data upon which to base informed decisions.

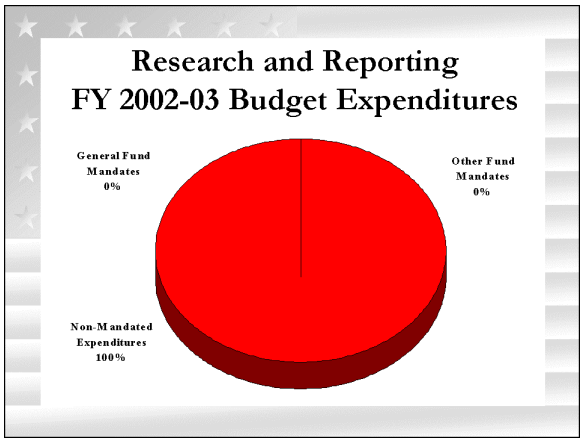
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of consultations providing information needed to make study decisions	N/A	N/A	N/A	100
Percent of customers reporting that study goals were met	N/A	N/A	N/A	100

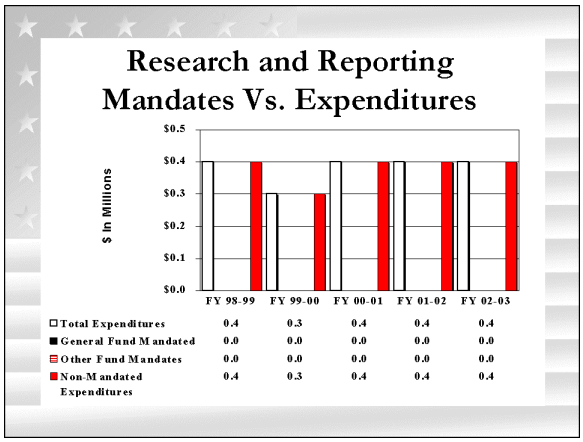
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ 310,989	$ 310,989
FY 1999-00 Actuals	$ 418,215	$ 418,215
FY 2000-01 Actuals	$ 437,512	$ 437,512
FY 2001-02 Estimate	$ 411,313	$ 411,313
FY 2002-03 Adopted Budget	$ 446,622	$ 446,622

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1998-99 Actuals	$ 310,989	$ 310,989
FY 1999-00 Actuals	$ 418,215	$ 418,215
FY 2000-01 Actuals	$ 437,512	$ 437,512
FY 2001-02 Estimate	$ 411,313	$ 411,313
FY 2002-03 Adopted Budget	$ 446,622	$ 446,622

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Research and Reporting (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
460 RESEARCH & REPORTING

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	271,708	174,914	-	446,622	440,000
SUB-TOTAL	$ 271,708	$ 174,914	$ -	$ 446,622	$ 440,000
TOTAL FUNDS	$ 271,708	$ 174,914	$ -	$ 446,622	$ 440,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

460 RESEARCH & REPORTING

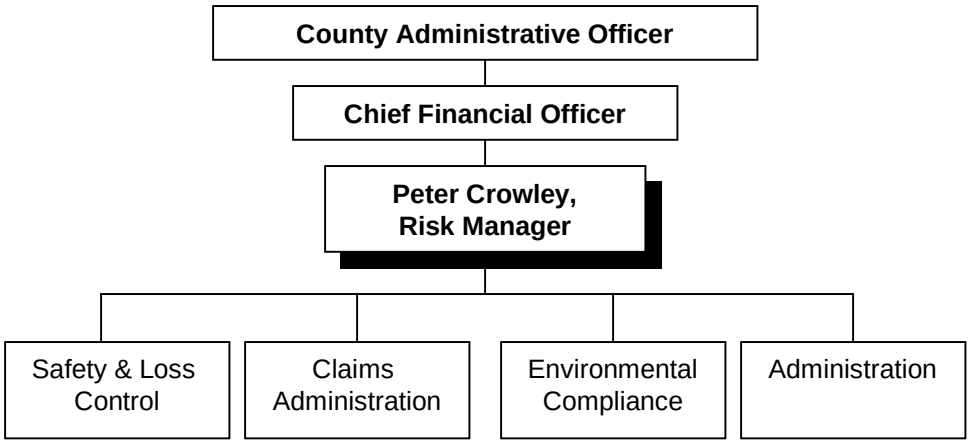
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
645 INTEREST EARNINGS	-	-	-	1,352	-	-	-	
650 MISCELLANEOUS REVENUE	544,476	316,192	316,192	500,979	440,000	440,000	123,808	39%
680 TRANSFERS IN	185,708	-	-	-	-	-	-	
Total Revenue	$ 730,184	$ 316,192	$ 316,192	$ 502,331	$ 440,000	$ 440,000	$ 123,808	39%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 152,115	$ 209,055	$ 209,055	$ 153,296	$ 209,287	$ 156,323	$ 52,732	25%
705 TEMPORARY PAY	53,298	40,000	40,000	26,646	50,000	60,000	(20,000)	-50%
710 OVERTIME	4,762	-	-	-	-	-	-	
750 FRINGE BENEFITS	46,078	61,109	61,109	46,003	68,765	52,386	8,723	14%
790 OTHER PERSONNEL SERVICES	-	6,000	6,000	4,234	3,000	2,999	3,001	50%
SubTotal	$ 256,253	$ 316,164	$ 316,164	$ 230,179	$ 331,052	$ 271,708	$ 44,456	14%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 7,207	$ 6,572	$ 6,572	$ 6,572	$ 6,572	6,570	2	0%
802 MEDICAL SUPPLIES	-	-	-	394	-	-	-	
804 NON-CAPITAL EQUIPMENT	-	5,000	5,000	1,000	5,000	5,002	(2)	0%
810 LEGAL SERVICES	2,181	-	-	-	-	-	-	
812 OTHER SERVICES	29,384	2,052	2,052	2,000	2,000	3,356	(1,304)	-64%
820 RENT & OPERATING LEASES	54,558	70,000	70,000	70,001	69,600	69,600	400	1%
825 REPAIRS AND MAINTENANCE	555	1,000	1,000	500	1,500	1,500	(500)	-50%
839 INTERNAL SERVICE CHARGES	20,351	17,924	17,924	17,924	12,385	12,388	5,536	31%
842 TRAVEL & EDUCATION	617	2,500	2,500	2,500	2,500	2,500	-	0%
843 POSTAGE/FREIGHT/SHIPPING	-	1,445	1,445	1,000	2,400	2,397	(952)	-66%
850 UTILITIES	851	-	-	-	-	-	-	
880 TRANSFERS OUT	65,555	79,243	79,243	79,243	72,957	71,601	7,642	10%
SubTotal	$ 181,259	$ 185,736	$ 185,736	$ 181,134	$ 174,914	$ 174,914	$ 10,822	6%
CAPITAL OUTLAY								
Total Expenditures	$ 437,512	$ 501,900	$ 501,900	$ 411,313	$ 505,966	$ 446,622	$ 55,278	11%
Operating Balance (Rev. - Exp.)	$ 292,672	$ (185,708)	$ (185,708)	$ 91,018	$ (65,966)	$ (6,622)	$ 179,086	96%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
460 RESEARCH & REPORTING

WORKING TITLE	FTE
DATA COLLECTION SUPERVISOR	3.0
DATABASE ANALYST II	1.0
DIRECTOR	1.0
TELEPHONE INTERVIEWER	0.5
TELEPHONE INTERVIEWER I/BILINGUAL	2.3
TOTAL	**7.8**

Risk Management



Mission

The mission of the Risk Management Department is to provide loss prevention and control, and insurance and claims management services for Maricopa County Government, so they can reduce or eliminate their losses.

Vision

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

Goals

- Departmental decisions involving risk to County assets will be made consistent with established risk management protocols.
- Departments will be able to identify and manage areas of risk and reduce losses as a result of timely and relevant information and assistance provided by risk management.
- County losses will be reduced by a measurable amount over each of the next five years.
- Risk Management will sustain appropriate level of expertise by maintaining a personnel attrition rate of less than 10% over each of the next five years.

Issues

- The County's inability to recognize the value of the Risk Management discipline and the impact it has on the protection of the County's assets, creates a lack of accountability and a failure to protect all the assets, and therefore, damages the credibility of County government.
- The County's emphasis on managing for results presents us an opportunity, a challenge, and a forum to showcase our results for the County.
- With an increasing population and workforce, the need for Risk Management services will become more integral in forecasting of future County financial liability.
- As the number and costs of claims continue to increase and departments become more sophisticated and aware of their claim losses, demand for Risk Management services will increase and become more consultative in nature.

Risk Management (Continued)

- As the County's workforce and the regulatory environment continues to evolve, customers will demand more involvement from us to meet their needs for claims, environmental and safety services.
- Lack of consolidated workspace for all Risk Management functions results in fragmentation of department, lack of team environment and an impediment to communication.
- Greater competition in the Risk Management field for qualified professionals presents a future risk for turnover and potential failure to achieve results.
- As County management stresses the need for a comprehensive county-wide loss prevention program, demand for our services will increase.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
RISK MANAGEMENT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CLAIMS RESOLUTION/LIT MGT PROG	$ 242,040	$ 10,573,893	$ -	$ 10,815,933	$ -
RISK MNGT SELF-INSURANCE PROG	24,161	10,817,420	-	10,841,581	-
SAFETY AND ENVIRONMENTAL PROG	541,070	611,463	-	1,152,533	120,000
ADMINISTRATIVE SERVICES PROGRA	193,288	230,257	20,000	443,545	24,380,384
UNALLOCATED/INDIRECT COSTS	144,791	-	-	144,791	-
Total	$ 1,145,350	$ 22,233,033	$ 20,000	$ 23,398,383	$ 24,500,384

Key Performance Measures

Program Name: Claims Resolution and Litigation Management Program

Program Purpose: The purpose of the risk management claims resolution and litigation management program is to provide claims disposition services to county government so they can reduce the cost of losses.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent maximum of pay out against the demand annually	12	15	16.25	30
Percent maximum of litigation costs versus claims costs annually	30	40	93	30
Percent of increase of collections (subrogation) of available funds	10	13	N/A	10

Risk Management (Continued)

Program Name: Risk Management Safety and Environmental Program

Program Purpose: The purpose of the risk management safety and environmental program is to provide loss prevention services to county government so they can minimize or eliminate losses.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent reduction in losses where claims consultations have occurred	N/A	N/A	N/A	10
Percent reduction of losses where safety consultations have occurred	N/A	N/A	N/A	5
Percent reduction in losses where training has occurred	N/A	N/A	N/A	30
Percent reduction in injuries where training has occurred	N/A	N/A	N/A	30
Percent reduction in losses where inspections have occurred	N/A	N/A	N/A	5
Percent reduction in environmental liability exposures	5.6	-20	N/A	1
Percent reduction in safety liability exposures	N/A	16	N/A	5

Program Name: Risk Management Self-Insurance Program

Program Purpose: The purpose of the risk management self-insurance program is to provide coverage and liability reduction services to county government so they will have adequate protection of county assets.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent maximum deviation from trust funding plan	N/A	N/A	0.19	5
Percent of premium costs that are within brokers budget estimate	N/A	N/A	81	80
Percent decrease of adverse actions where county contracts were reviewed by risk management	N/A	N/A	100	100
Percent of county contracts reviewed by risk management	N/A	N/A	5.5	8
Percent of contracts administered where services were provided or performed in accordance with specific contract performance indicators	N/A	N/A	98.25	80
Percent of users who report documents helped them make better decisions	N/A	N/A	N/A	60

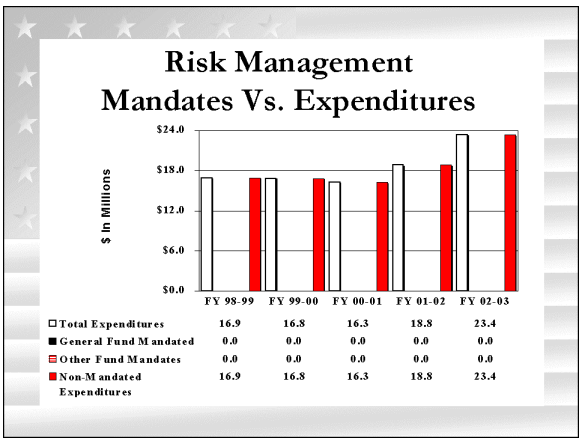
Risk Management (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	Internal Service		Total	
FY 1998-99 Actuals	$	16,889,361	$	16,889,361
FY 1999-00 Actuals	$	16,766,871	$	16,766,871
FY 2000-01 Actuals	$	18,795,176	$	18,795,176
FY 2001-02 Estimate	$	18,848,901	$	18,848,901
FY 2002-03 Adopted Budget	$	23,398,368	$	23,398,368

Total Non-Mandated Expenditures	Internal Service		Total	
FY 1998-99 Actuals	$	16,889,361	$	16,889,361
FY 1999-00 Actuals	$	16,766,871	$	16,766,871
FY 2000-01 Actuals	$	18,795,176	$	18,795,176
FY 2001-02 Estimate	$	18,848,901	$	18,848,901
FY 2002-03 Adopted Budget	$	23,398,368	$	23,398,368

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Risk Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
750 RISK MANAGEMENT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	1,145,350	22,233,033	20,000	23,398,383	24,500,384
SUB-TOTAL	$ 1,145,350	$ 22,233,033	$ 20,000	$ 23,398,383	$ 24,500,384
TOTAL FUNDS	$ 1,145,350	$ 22,233,033	$ 20,000	$ 23,398,383	$ 24,500,384

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

750 RISK MANAGEMENT

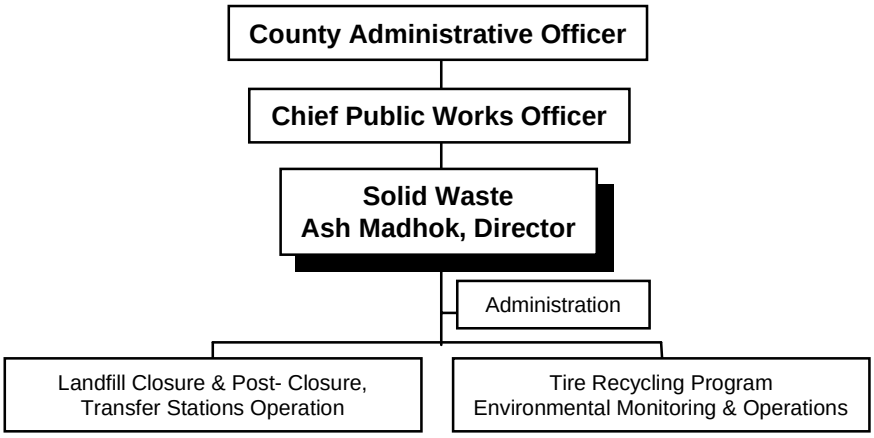
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
636 INTERNAL SERVICE CHARGES	19,227,729	19,119,496	19,119,496	19,119,496	23,343,430	23,343,430	4,223,934	22%
645 INTEREST EARNINGS	-	914,120	1,120,000	1,120,000	1,156,954	1,156,954	36,954	3%
650 MISCELLANEOUS REVENUE	1,412,904	-	278,517	336,061	-	-	(278,517)	-100%
Total Revenue	$ 20,640,633	$ 20,033,616	$ 20,518,013	$ 20,575,557	$ 24,500,384	$ 24,500,384	$ 3,982,371	19%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 874,430	$ 958,824	$ 967,802	$ 945,179	$ 957,759	$ 955,619	$ 12,183	1%
705 TEMPORARY PAY	(816)	15,000	-	-	9,903	-	-	
710 OVERTIME	24,234	5,675	150	150	-	151	(1)	-1%
750 FRINGE BENEFITS	155,630	181,820	178,150	179,845	197,994	189,580	(11,430)	-6%
790 OTHER PERSONNEL SERVICES	5,302	-	-	-	-	-	-	
SubTotal	$ 1,058,780	$ 1,161,319	$ 1,146,102	$ 1,125,174	$ 1,165,656	$ 1,145,350	$ 752	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 45,497	$ 77,945	$ 51,000	$ 51,000	$ 51,000	51,000	-	0%
803 FUEL	1,927	2,900	2,400	2,400	2,400	2,400	-	0%
804 NON-CAPITAL EQUIPMENT	16,354	30,000	10,000	10,000	10,000	10,000	-	0%
810 LEGAL SERVICES	3,966,825	2,233,964	3,189,636	3,189,636	3,189,635	3,189,635	1	0%
812 OTHER SERVICES	9,372,594	13,587,113	12,583,055	12,988,283	17,094,095	17,099,121	(4,516,066)	-36%
820 RENT & OPERATING LEASES	32,888	18,600	16,100	16,100	16,100	16,100	-	0%
825 REPAIRS AND MAINTENANCE	200	3,700	2,950	2,950	2,950	2,950	-	0%
830 INTERGOVERNMENTAL PAYMENTS	-	190,000	175,000	175,000	175,000	175,000	-	0%
839 INTERNAL SERVICE CHARGES	1,634,532	1,546,873	1,523,523	1,523,523	1,535,250	1,518,102	5,421	0%
842 TRAVEL & EDUCATION	29,513	49,800	32,384	32,384	32,384	32,384	-	0%
843 POSTAGE/FREIGHT/SHIPPING	420	3,300	2,750	2,750	2,750	2,750	-	0%
850 UTILITIES	-	25,000	10,000	10,000	10,000	10,000	-	0%
880 TRANSFERS OUT	159,335	84,002	84,002	84,002	123,600	123,591	(39,589)	-47%
SubTotal	$ 15,260,085	$ 17,853,197	$ 17,682,800	$ 18,088,028	$ 22,245,164	$ 22,233,033	$ (4,550,233)	-26%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	-	37,000	20,000	20,000	17,500	17,500	2,500	13%
950 DEBT SERVICE	-	-	-	-	2,500	2,500	(2,500)	
SubTotal	$ -	$ 37,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	0%
Total Expenditures	$ 16,318,865	$ 19,051,516	$ 18,848,902	$ 19,233,202	$ 23,430,820	$ 23,398,383	$ (4,549,481)	-24%
Operating Balance (Rev. - Exp.)	$ 4,321,768	$ 982,100	$ 1,669,111	$ 1,342,355	$ 1,069,564	$ 1,102,001	$ (567,110)	-34%

Risk Management (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 750 RISK MANAGEMENT	
WORKING TITLE	**FTE**
ADMINISTRATIVE COORDINATOR	2.0
ASSISTANT RISK MANAGER - CLAIMS	1.0
ASSISTANT RISK MANAGER - SAFETY	1.0
BUDGET & FINANCE ASSISTANT	1.0
BUDGET & FINANCE MANAGER	1.0
CLAIMS ADJUSTER	3.0
CLAIMS COORDINATOR	1.0
ENVIRONMENTAL CONSULTANT	2.0
FLEET SAFETY CONSULTANT	1.0
HAZARDOUS MATERIAL CONSULTANT	1.0
HEAVY EQUIPMENT CONSULTANT	1.0
LOSS CONTROL CONSULTANT	1.0
RISK MANAGER	1.0
SAFETY CONSULTANT	2.0
TOTAL	**19.0**

Solid Waste



Mission

The mission of the Solid Waste Management Department is to provide collection sites and tire recycling programs for residents and businesses so they may dispose of waste and tires conveniently in a safe manner that preserves and protects the environment and public health.

Vision

Provide solid waste transfer, disposal and recycling services for our County residents with emphasis on ever expanding role.

Goals

- By 2005, identify appropriate sites and open two new landfills.
- By 2003, develop and implement an Illegal dumping clean-up program.
- By 2003, develop and implement a Household Hazardous Waste Program to protect the environment from contamination.

Issues

- An increase in the illegal dumping of household hazardous wastes into landfills is resulting in greater public health risks and potential environmental pollution.
- The absence of County landfills, coupled with the high cost of disposal fees by private landfill operators and population growth are contributing to the increase in illegal dumping.
- The lack of an illegal dumping cleanup program is contributing to the increase in illegal dumping.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
SOLID WASTE
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
WASTE MANAGEMENT	$ 376,754	$ 2,757,873	$ -	$ 3,134,627	$ 3,400,008
ADMINISTRATIVE SERVICES PROGRA	445	-	-	445	-
UNALLOCATED/INDIRECT COSTS	73,463	963,044	-	1,036,507	880,690
Total	$ 450,662	$ 3,720,917	$ -	$ 4,171,579	$ 4,280,698

Solid Waste (Continued)

Key Performance Measures

Program Name: Waste Management

Program Purpose: The purpose of the Waste Management Program is to provide transfer and disposal of Solid Waste and Waste Tire Recycling services for residents so they can dispose of their trash conveniently, safely and economically.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of tire tonnage properly disposed	N/A	100	34	100
Percent customers satisfied	N/A	95	86	95
Percent of illegal dumping cleanups completed	N/A	100	100	N/A
Percent of groundwater wells monitored	N/A	150	200	100

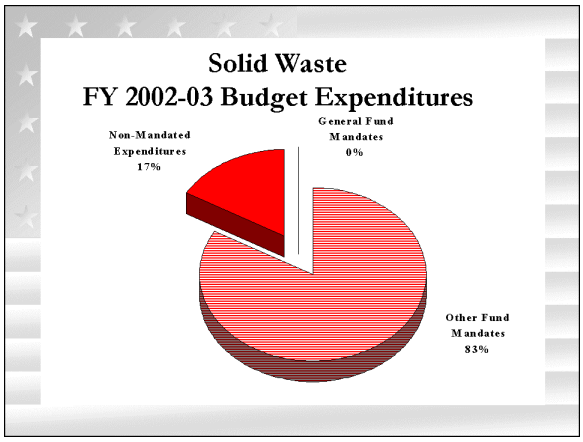
Mandate Consolidated Financial Data

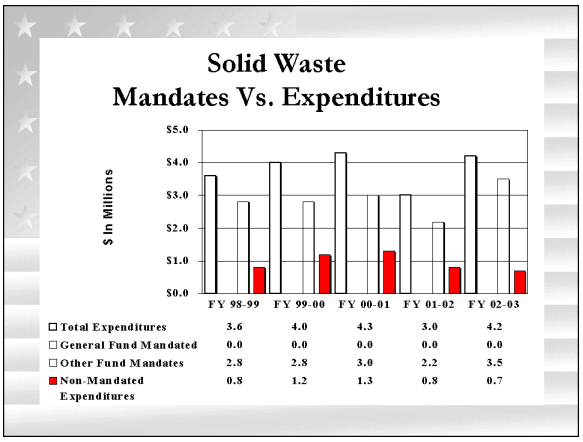
Total Department Expenditures	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ -	$ 3,577,890	$ 3,577,890
FY 1999-00 Actuals	$ 2,727,649	$ 1,236,444	$ 3,964,093
FY 2000-01 Actuals	$ 2,994,897	$ 1,333,771	$ 4,328,668
FY 2001-02 Estimate	$ 2,221,067	$ 805,172	$ 3,026,239
FY 2002-03 Adopted Budget	$ 3,472,515	$ 699,064	$ 4,171,579

Total Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ -	$ 2,778,000	$ 2,778,000
FY 1999-00 Actuals	$ 2,727,649	$ -	$ 2,727,649
FY 2000-01 Actuals	$ 2,994,897	$ -	$ 2,994,897
FY 2001-02 Estimate	$ 2,221,067	$ -	$ 2,221,067
FY 2002-03 Adopted Budget	$ 3,472,515	$ -	$ 3,472,515

Total Non-Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ -	$ 799,890	$ 799,890
FY 1999-00 Actuals	$ -	$ 1,236,444	$ 1,236,444
FY 2000-01 Actuals	$ -	$ 1,333,771	$ 1,333,771
FY 2001-02 Estimate	$ -	$ 805,172	$ 805,172
FY 2002-03 Adopted Budget	$ -	$ 699,064	$ 699,064

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Solid Waste (Continued)

Mandate Information

TITLE	Waste tire fund and program
AUTHORITY	A.R.S. § 44-1305. C.
HISTORY/ BACKGROUND	Each county shall establish a waste tire program and shall submit by September 1 of each year a waste tire management plan to the department of environmental quality for review and approval. A waste tire program may include contracts with private enterprise to do any of the following, either individually or collectively: Develop an accounting system for the waste tires managed with monies from the waste tire fund. The department of revenue shall provide an annual report to the legislature and to the department of environmental quality on the collection and distribution of monies in the waste tire fund.
MANDATE DESCRIPTION	Develop a plan to manage waste tires in the county. Construct, operate, or contract for the construction or operation of a waste tire processing facility and purchase equipment for that facility. Contract for a waste tire processing facility service. Remove or contract for the removal of waste tires from the county or other region. Establish waste tire collection centers at solid waste disposal facilities or waste tire processing facilities.

Waste Tire Fund	Special Revenue	Enterprise Funds	Total
FY 1998-99 Actuals	$ -	$ -	$ -
FY 1999-00 Actuals	$ 2,727,649	$ -	$ 2,727,649
FY 2000-01 Actuals	$ 2,994,897	$ -	$ 2,994,897
FY 2001-02 Estimate	$ 2,221,067	$ -	$ 2,221,067
FY 2002-03 Adopted Budget	$ 3,472,515	$ -	$ 3,472,515

Solid Waste (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
670 SOLID WASTE

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	242,855	3,229,660	-	3,472,515	3,440,050
ENTERPRISE	207,807	491,257	-	699,064	840,648
SUB-TOTAL	$ 450,662	$ 3,720,917	$ -	$ 4,171,579	$ 4,280,698
TOTAL FUNDS	$ 450,662	$ 3,720,917	$ -	$ 4,171,579	$ 4,280,698

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

670 SOLID WASTE

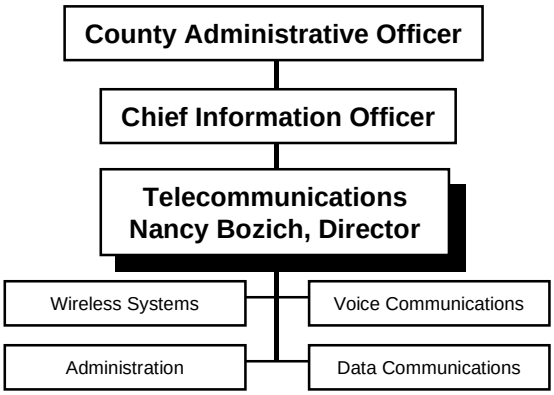
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	3,612	-	-	-	-	-	-	
620 OTHER INTERGOVERNMENTAL	3,491,083	2,896,000	2,896,000	3,267,676	3,600,000	3,300,000	404,000	14%
635 OTHER CHARGES FOR SERVICES	165,323	20,000	20,000	50,645	-	40,648	20,648	103%
637 FINES & FORFEITS	-	-	-	-	20,000	-	-	
645 INTEREST EARNINGS	-	-	-	940,050	672,000	940,050	940,050	
650 MISCELLANEOUS REVENUE	1,368,888	1,270,500	1,270,500	-	423,000	-	(1,270,500)	-100%
Total Revenue	$ 5,028,906	$ 4,186,500	$ 4,186,500	$ 4,258,371	$ 4,715,000	$ 4,280,698	$ 94,198	2%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 312,899	$ 349,800	$ 355,669	$ 320,704	$ 372,164	$ 345,835	$ 9,834	3%
705 TEMPORARY PAY	35,258	166,843	156,843	31,249	149,200	32,900	123,943	79%
710 OVERTIME	10,403	-	-	8,945	35,000	11,251	(11,251)	
750 FRINGE BENEFITS	96,295	113,957	114,388	93,047	112,053	95,974	18,414	16%
790 OTHER PERSONNEL SERVICES	-	5,000	5,000	360	-	-	5,000	100%
795 PERSONNEL SERVICES ALLOC OUT	-	(33,135)	(33,135)	-	(35,298)	(35,298)	2,163	7%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	(18,400)	-	-	-	
SubTotal	$ 454,855	$ 602,465	$ 598,765	$ 435,905	$ 633,119	$ 450,662	$ 148,103	25%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 45,311	$ 45,680	$ 45,716	$ 8,285	$ 76,444	8,613	37,103	81%
803 FUEL	33,312	35,000	35,000	17,448	40,000	17,531	17,469	50%
804 NON-CAPITAL EQUIPMENT	13,636	-	-	-	-	-	-	
810 LEGAL SERVICES	10,941	30,000	30,000	2,702	25,000	2,364	27,636	92%
812 OTHER SERVICES	2,961,100	3,048,841	2,870,511	1,558,000	2,405,823	3,130,217	(259,706)	-9%
820 RENT & OPERATING LEASES	74,064	60,500	60,500	39,419	55,000	51,000	9,500	16%
825 REPAIRS AND MAINTENANCE	7,332	15,092	14,967	3,500	35,092	3,500	11,467	77%
839 INTERNAL SERVICE CHARGES	188,685	514,721	597,629	610,379	197,769	230,128	367,501	61%
842 TRAVEL & EDUCATION	439	4,000	4,000	270	5,000	270	3,730	93%
843 POSTAGE/FREIGHT/SHIPPING	-	8,500	11,000	585	7,500	585	10,415	95%
845 SUPPORT AND CARE OF PERSONS	-	-	-	-	500	-	-	
850 UTILITIES	5,690	8,500	8,500	8,162	4,000	8,162	338	4%
880 TRANSFERS OUT	376,080	334,516	334,516	334,516	268,547	268,547	65,969	20%
SubTotal	$ 3,716,590	$ 4,105,350	$ 4,012,339	$ 2,583,266	$ 3,120,675	$ 3,720,917	$ 291,422	7%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	55,717	-	-	-	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	92,342	-	-	-	-	-	-	
950 DEBT SERVICE	9,164	-	-	7,068	-	-	-	
SubTotal	$ 157,223	$ -	$ -	$ 7,068	$ -	$ -	$ -	
Total Expenditures	$ 4,328,668	$ 4,707,815	$ 4,611,104	$ 3,026,239	$ 3,753,794	$ 4,171,579	$ 439,525	10%
Operating Balance (Rev. - Exp.)	$ 700,238	$ (521,315)	$ (424,604)	$ 1,232,132	$ 961,206	$ 109,119	$ 533,723	126%

Solid Waste (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 670 SOLID WASTE	
WORKING TITLE	**FTE**
ADMINISTRATIVE ASSISTANT III	2.0
CASHIER	5.0
DIRECTOR	1.0
EQUIPMENT OPERATOR	1.0
LANDFILL OPERATIONS SPECIALIST II	2.0
PUBLIC WORKS LEAD	1.0
TOTAL	**12.0**

Telecommunications



Mission

The Mission of Telecommunications is to provide strategic vision, leadership, and enterprise solutions to County leaders and staff so they can meet their goals and deliver results to the Public.

Vision

Telecommunications will champion Maricopa County into Information-Age Government

Goals

- County employees will have the flexibility to do their jobs from anywhere in the County at any time by July, 2003.
- Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions by July 2005.
- The cost and time to deliver services will be reduced by streamlining business operations through the use of technology by July, 2006.
- Through county-wide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved by July, 2003.
- The Public and outside organizations will be able to obtain services and transact business electronically from any location at any time by July, 2006.

Issues

- As the County increasingly depends upon collaboration in the workplace, supporting the process will be impossible if the technology infrastructure is inadequately funded and allowed to stagnate.
- The lack of robust tools to manage, organize, maintain and catalog data will negate the usefulness of the constantly increasing supply of and demand for web-based information.
- Increased demand for video, imaging, and other high bandwidth applications to support business processes are greater than what current network capacity and flexibility can provide.
- The lack of competitive compensation, education, and career development opportunities for IT staff will make it difficult to attract and retain skilled employees.
- If IT doesn't pursue alternative service delivery models, the shortage of IT talent may result in the inability to meet our customers' demands for services.

Telecommunications (Continued)

- Current development methodologies, tools, infrastructure, and organizational models won't be able to support the Public's demand for easy, online, 7X24 access to all government services from any location.
- Existing systems are being challenged to present decision-making information to county staff, management, and citizenry to meet current and anticipated increase in demand.
- The changing work environment and growth in population require county employees to perform their jobs from remote locations, seriously challenging the County telecommunications system, which was designed primarily to serve centralized locations.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
TELECOMMUNICATIONS
TOTAL FUNDS

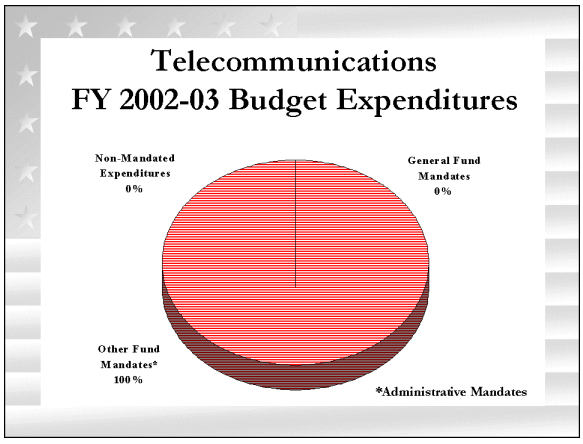
Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
IT INFRASTRUCTURE	$ 2,380,044	$ 9,261,007	$ 455,000	$ 12,096,051	$ 12,519,989
ADMINISTRATIVE SERVICES PROGRA	262,233	67,546	-	329,779	-
UNALLOCATED/INDIRECT COSTS	(36,060)	335,234	150,216	449,390	681,550
Total	$ 2,606,217	$ 9,663,787	$ 605,216	$ 12,875,220	$ 13,201,539

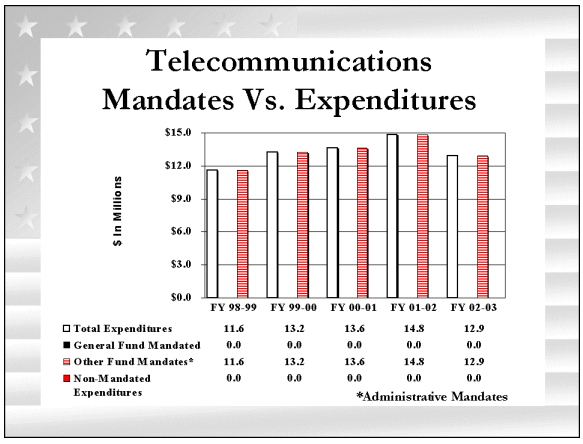
Mandate Consolidated Financial Data

Total Department Expenditures	Internal Service	Total
FY 1998-99 Actuals	$ 11,596,880	$ 11,596,880
FY 1999-00 Actuals	$ 13,162,553	$ 13,162,553
FY 2000-01 Actuals	$ 13,639,620	$ 13,639,620
FY 2001-02 Estimate	$ 14,837,863	$ 14,837,863
FY 2002-03 Adopted Budget	$ 12,875,220	$ 12,875,220

Total Administrative Mandates	Internal Service	Total
FY 1998-99 Actuals	$ 11,596,880	$ 11,596,880
FY 1999-00 Actuals	$ 13,162,553	$ 13,162,553
FY 2000-01 Actuals	$ 13,639,620	$ 13,639,620
FY 2001-02 Estimate	$ 14,837,863	$ 14,837,863
FY 2002-03 Adopted Budget	$ 12,875,220	$ 12,875,220

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Telecommunications (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
760 TELECOMMUNICATIONS

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	2,606,217	9,663,787	605,216	12,875,220	13,201,539
SUB-TOTAL	$ 2,606,217	$ 9,663,787	$ 605,216	$ 12,875,220	$ 13,201,539
TOTAL FUNDS	$ 2,606,217	$ 9,663,787	$ 605,216	$ 12,875,220	$ 13,201,539

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

760 TELECOMMUNICATIONS

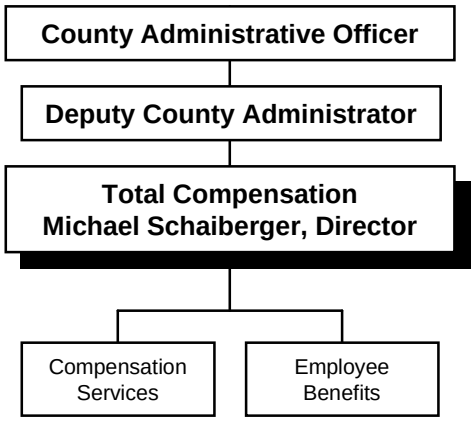
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	-	-	-	329,734	499,012	499,012	499,012	
635 OTHER CHARGES FOR SERVICES	10,961	-	-	381	-	-	-	
636 INTERNAL SERVICE CHARGES	13,515,731	10,756,396	10,756,396	13,149,256	10,989,694	12,692,527	1,936,131	18%
645 INTEREST EARNINGS	-	-	-	(18,279)	-	-	-	
650 MISCELLANEOUS REVENUE	126,021	462,700	462,700	33,567	10,000	10,000	(452,700)	-98%
Total Revenue	$ 13,652,713	$ 11,219,096	$ 11,219,096	$ 13,494,659	$ 11,498,706	$ 13,201,539	$ 1,982,443	18%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,781,382	$ 1,837,462	$ 1,977,870	$ 1,948,092	$ 2,050,474	$ 2,018,893	$ (41,023)	-2%
705 TEMPORARY PAY	29,324	25,000	52,253	50,448	30,000	30,000	22,253	43%
710 OVERTIME	139,641	78,999	78,999	60,155	78,319	78,319	680	1%
750 FRINGE BENEFITS	326,262	371,275	382,418	393,007	430,413	430,413	(47,995)	-13%
790 OTHER PERSONNEL SERVICES	24,625	-	-	32,404	-	31,580	(31,580)	
796 PERSONNEL SERVICES ALLOC IN	127,719	-	-	-	17,012	17,012	(17,012)	
SubTotal	$ 2,428,953	$ 2,312,736	$ 2,491,540	$ 2,484,106	$ 2,606,218	$ 2,606,217	$ (114,677)	-5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,693,078	$ 424,103	$ 424,103	$ 574,976	$ 193,500	1,125,176	(701,073)	-165%
803 FUEL	14,961	12,351	12,351	12,560	16,077	15,837	(3,486)	-28%
804 NON-CAPITAL EQUIPMENT	(380,058)	17,200	17,200	3,750	-	-	17,200	100%
810 LEGAL SERVICES	3,697	-	-	-	-	-	-	
812 OTHER SERVICES	175,362	1,155,500	670,230	266,185	347,600	347,539	322,691	48%
820 RENT & OPERATING LEASES	1,155,602	1,068,672	1,068,672	1,912,351	1,796,544	1,706,271	(637,599)	-60%
825 REPAIRS AND MAINTENANCE	1,344,803	1,437,058	1,358,016	1,494,671	1,262,542	1,354,876	3,140	0%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	1,916	-	-	-	
839 INTERNAL SERVICE CHARGES	99,335	104,476	104,476	86,493	140,745	124,722	(20,246)	-19%
842 TRAVEL & EDUCATION	80,016	43,500	43,500	53,373	43,000	43,000	500	1%
843 POSTAGE/FREIGHT/SHIPPING	4,218	-	-	7,030	2,000	2,000	(2,000)	
845 SUPPORT AND CARE OF PERSONS	-	107,387	76,895	-	-	-	76,895	100%
850 UTILITIES	4,755,671	4,056,228	4,056,228	5,772,922	3,673,786	4,704,598	(648,370)	-16%
865 DEPRECIATION	-	258,825	258,825	-	667,920	-	258,825	100%
880 TRANSFERS OUT	1,168,301	342,061	342,061	342,061	239,767	239,768	102,293	30%
SubTotal	$ 10,114,986	$ 9,027,361	$ 8,432,557	$ 10,528,288	$ 8,383,481	$ 9,663,787	$ (1,231,230)	-15%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	-	590,000	466,000	710,721	-	455,000	11,000	2%
950 DEBT SERVICE	-	-	-	-	-	150,216	(150,216)	
SubTotal	$ -	$ 590,000	$ 466,000	$ 710,721	$ -	$ 605,216	$ (139,216)	-30%
Total Expenditures	$ 12,543,939	$ 11,930,097	$ 11,390,097	$ 13,723,115	$ 10,989,699	$ 12,875,220	$ (1,485,123)	-13%
Operating Balance (Rev. - Exp.)	$ 1,108,774	$ (711,001)	$ (171,001)	$ (228,456)	$ 509,007	$ 326,319	$ 497,320	291%

Telecommunications (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 760 TELECOMMUNICATIONS WORKING TITLE	FTE
ADMINISTRATIVE/OFFICE SUPPORT SENIOR/LEAD	3.0
BUSINESS ANALYST	1.0
DIRECTOR, TELECOMMUNICATIONS SERVICES	1.0
MANAGER, DATA COMMUNICATIONS	1.0
MANAGER, ENTERPRISE ARCHITECTURE	1.0
MANAGER, MEDIA SERVICES	1.0
MANAGER, RADIO SERVICES	1.0
MANAGER, VOICE COMMUNICATIONS	1.0
NETWORK ANALYST	1.0
NETWORK SPECIALIST	1.0
NETWORK SPECIALIST SENIOR	2.0
PROJECT MANAGER	1.0
PROJECT MGR NETWORK TECHNICAL SVS	2.0
TECHNICAL ANALYST	1.0
TELECOMMUNICATIONS INSTALLER	5.0
TELECOMMUNICATIONS TECHNICIAN - INTER	3.0
TELECOMMUNICATIONS TECHNICIAN - SENIOR	9.0
VOICE COMMUNICATION COORDINATOR	2.0
VOICE COMMUNICATION SPECIALIST	5.0
TOTAL	**42.0**

Total Compensation



Mission (Draft)

The mission of the Maricopa County Total Compensation Department is to provide leadership and human resources systems and programs to officials, departments, and agencies so that they can achieve their business goals.

Goals (Draft)

- By 2002, the Human Resources Department will have implemented a responsive, flexible, and competitive total compensation and benefits program, managed within available resources, so that the number of employees leaving voluntarily due to compensation issues is reduced.

Issues (Draft)

- As department's human resource needs are redefined through their participation in Managing for Results, there will be fewer demands for transactional processing and greater demands for expert consulting.
- Adoption of Managing for Results will require rethinking and redesign of the policies, procedures, programs and tools needed to integrate Managing for Results fully through all levels of the organization.
- Changes in the workforce and the County's business environment will make it increasingly challenging to offer a comprehensive, competitive total compensation package that attracts and retains a high performing diverse workforce.
- As departments implement Managing for Results they will demand faster more accurate data and information, which will also increase demands for more cost effectiveness and paperless process workplace solutions.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
TOTAL COMPENSATION
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
TOTAL COMP & BENEFITS	$ 813,075	$ 7,972,390	$ -	$ 8,785,465	$ 6,833,576
UNALLOCATED/INDIRECT COSTS	(2,748)	190,350	-	187,602	10,000
Total	$ 810,327	$ 8,162,740	$ -	$ 8,973,067	$ 6,843,576

Total Compensation (Continued)

Key Performance Measures

Program Name: Total Compensation & Benefits

Program Purpose: The purpose of the Total Compensation and Benefits Program is to provide Board-approved compensation and benefit plans, strategic direction and administration support to departments so that they can attract and retain qualified employees to achieve their business results.

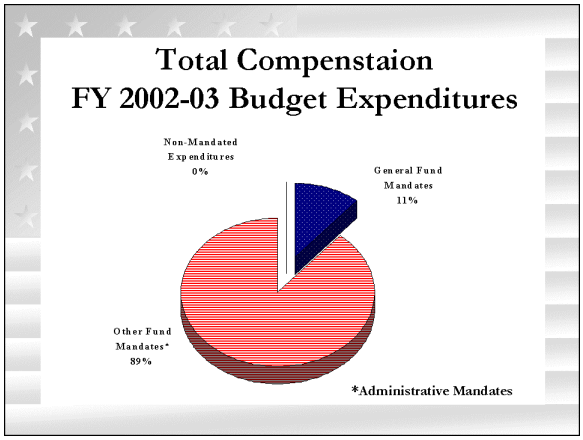
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
# of all positive impact responses to "value of benefits program in hire decision" on New Employee Orientation survey	N/A	N/A	N/A	50
Percent of jobs for which a new market analysis is requested within 2 years	N/A	N/A	N/A	25
Percent of departments with an established compensation philosophy and/or strategy in place	N/A	N/A	N/A	10

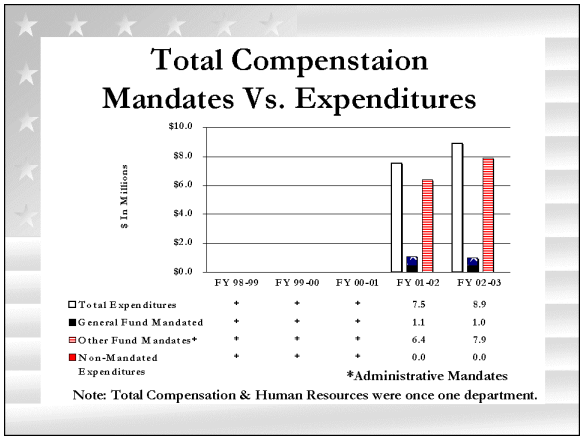
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Internal Service	Total
FY 1998-99 Actuals	N/A	N/A	N/A
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Estimate	$ 1,090,731	$ 6,355,867	$ 7,446,598
FY 2002-03 Adopted Budget	$ 1,044,491	$ 7,928,576	$ 8,973,067

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1998-99 Actuals	$ -		$ -
FY 1999-00 Actuals	$ -		$ -
FY 2000-01 Actuals	$ -		$ -
FY 2001-02 Estimate	$ 1,090,731	$ 6,355,867	$ 7,446,598
FY 2002-03 Adopted Budget	$ 1,044,491	$ 7,928,576	$ 8,973,067

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Total Compensation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
350 TOTAL COMPENSATION

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 810,327	$ 234,164	$ -	$ 1,044,491	$ 10,000
INTERNAL SERVICE	-	7,928,576	-	7,928,576	6,833,576
SUB-TOTAL	$ 810,327	$ 8,162,740	$ -	$ 8,973,067	$ 6,843,576
TOTAL FUNDS	$ 810,327	$ 8,162,740	$ -	$ 8,973,067	$ 6,843,576

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

350 TOTAL COMPENSATION

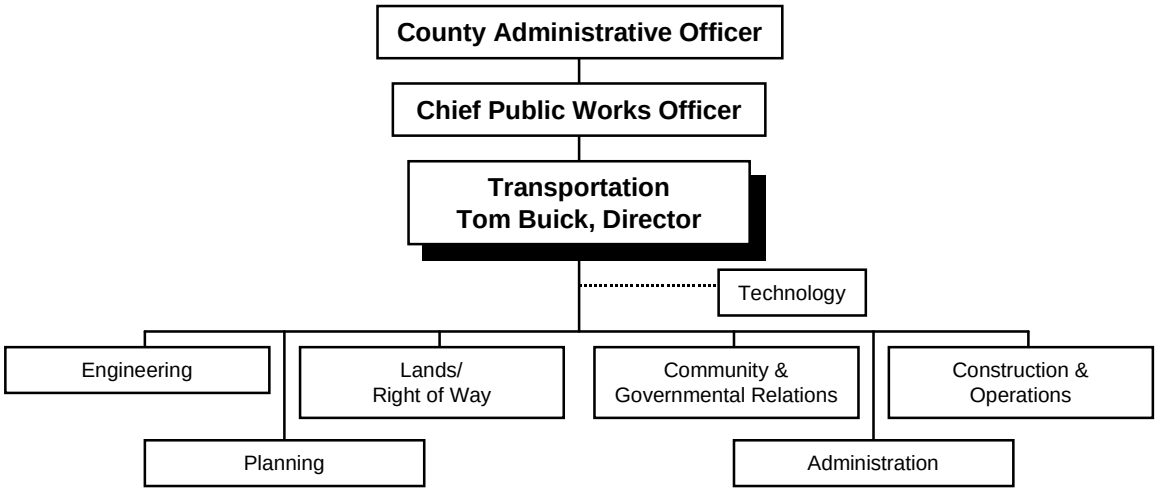
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	3,448,422	6,061,596	7,243,940	6,705,052	6,833,576	6,833,576	(410,364)	-6%
645 INTEREST EARNINGS	-	-	-	51,987	-	-	-	
650 MISCELLANEOUS REVENUE	308,928	-	-	5,575	-	10,000	10,000	
Total Revenue	$ 3,757,350	$ 6,061,596	$ 7,243,940	$ 6,762,614	$ 6,833,576	$ 6,843,576	$ (400,364)	-6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 461,941	$ 520,208	$ 579,419	$ 534,636	$ 593,301	$ 612,097	$ (32,678)	-6%
705 TEMPORARY PAY	8,825	6,100	5,169	11,928	4,500	4,500	669	13%
710 OVERTIME	8,496	900	375	2,596	-	-	375	100%
750 FRINGE BENEFITS	91,558	101,956	110,160	106,921	124,746	126,320	(16,160)	-15%
790 OTHER PERSONNEL SERVICES	-	-	-	17,218	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	67,410	(67,410)	
SubTotal	$ 570,820	$ 629,164	$ 695,123	$ 673,299	$ 722,547	$ 810,327	$ (115,204)	-17%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 7,672	$ 228,538	$ 223,682	$ 211,758	$ 223,682	201,510	22,172	10%
804 NON-CAPITAL EQUIPMENT	-	2,000	-	998	-	-	-	
811 HEALTH CARE SERVICES	-	2,400,000	2,400,000	1,200,000	2,600,000	-	2,400,000	100%
812 OTHER SERVICES	3,197,492	3,861,416	5,036,335	5,319,340	5,608,316	7,930,972	(2,894,637)	-57%
825 REPAIRS AND MAINTENANCE	-	300	300	300	300	300	-	0%
839 INTERNAL SERVICE CHARGES	15,550	18,958	18,958	21,056	18,958	18,958	-	0%
842 TRAVEL & EDUCATION	2,441	7,275	2,700	3,349	2,450	2,450	250	9%
843 POSTAGE/FREIGHT/SHIPPING	-	8,550	8,500	6,240	8,550	8,550	(50)	-1%
SubTotal	$ 3,223,155	$ 6,527,037	$ 7,690,475	$ 6,763,041	$ 8,462,256	$ 8,162,740	$ (472,265)	-6%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	211,490	-	-	10,258	-	-	-	
SubTotal	$ 211,490	$ -	$ -	$ 10,258	$ -	$ -	$ -	
Total Expenditures	$ 4,005,465	$ 7,156,201	$ 8,385,598	$ 7,446,598	$ 9,184,803	$ 8,973,067	$ (587,469)	-7%
Operating Balance (Rev. - Exp.)	$ (248,115)	$ (1,094,605)	$ (1,141,658)	$ (683,984)	$ (2,351,227)	$ (2,129,491)	$ (987,833)	-87%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
350 TOTAL COMPENSATION

WORKING TITLE	FTE
BENEFITS ADMINISTRATOR	2.0
BENEFITS COORDINATOR	3.0
BENEFITS MANAGEMENT ANALYST	1.0
BENEFITS MANAGER	1.0
COMPENSATION ANALYST	4.0
COMPENSATION MANAGER	1.0
COMPENSATION SERVICES ASSISTANT	1.0
COMPENSATION TECHNICIAN	1.0
FISCAL CONSULTANT	1.0
TOTAL	**15.0**

Transportation



Mission

The mission of the Department of Transportation (MCDOT) is to provide a quality transportation system to the travelers in Maricopa County so they can experience a safe, efficient and cost-effective journey.

Vision

We set a standard of excellence regionally enabling us to consistently deliver on our commitment to provide the right transportation system for Maricopa County at the right time and the right cost.

Goals

- By 2003, MCDOT will be the regional transportation authority, responsible and accountable for the development and operation of a regional transportation system, which is integrated with land use and the environment.
- By 2005, MCDOT will increase the safety and capacity of the existing transportation system while reducing congestion by decreasing the accident rate and increasing the capacity on County maintained roadways by 5%.
- MCDOT will increase public involvement in decision-making and improve customer satisfaction to achieve a 2% improvement each year for the next five years as measured by the Customer Satisfaction Survey.
- MCDOT will reduce the FY 2001 documented backlog of transportation projects by 10% every year for the next five years through innovative operational and financial strategies.
- By 2003, MCDOT will attract and retain qualified, diverse and adequately compensated employees by ensuring the overall Employee Satisfaction Survey score is above 5.6.

Issues

- Our existing regional transportation system is fragmented among multiple jurisdictions resulting in discontinuous infrastructure that is not meeting our customers' needs or anticipated state and federal mandates.

Transportation (Continued)

- Inadequate integration of land use planning, environmental issues, and transportation planning will result in MCDOT's inability to deliver the right transportation system at the right time and the right cost.
- The current economic and social conditions are extremely competitive, which results in difficulty in attracting and retaining a sufficient number of qualified and adequately compensated employees.
- The demands of regulatory compliance are becoming increasingly stringent and complex, thereby impeding our ability to develop projects in a timely manner, control costs, and deliver services when needed.
- Failure to keep up with rapid changes in technology will adversely affect all business practices, operations, and personnel.
- Lack of commitment to increase public outreach and citizen involvement will result in loss of customer support and potential future revenues.
- The anticipated decrease in Highway User Revenue Funds will challenge the department to be more creative in the development of transportation infrastructure solutions.
- If higher standards for asset management and accountability are not met, the department could experience repercussions in the form of decreased revenues.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
TRANSPORTATION
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUILD TRANSPORTATION SYSTEMS	$ 3,628,081	$ 10,495,157	$ 85,044,422	$ 99,167,660	$ 113,288
OP & MAINT TRANS SYSTEMS	8,510,727	8,828,364	443,337	17,782,428	712,000
SUPPORT TRANSPORTATION SYSTEMS	1,951,660	1,043,576	238,854	3,234,090	33,278,721
ADMINISTRATIVE SERVICES PROGRA	2,118,622	57,962,899	468,884	60,550,405	86,548,000
INFORMATION TECHNOLOGY PROGRAM	2,045,291	1,373,498	519,062	3,937,851	5,600
UNALLOCATED/INDIRECT COSTS	(37,025)	1,469	892,792	857,236	53,000,000
Total	$ 18,217,356	$ 79,704,963	$ 87,607,351	$ 185,529,670	$ 173,657,609

Key Performance Measures

Program Name: Build Transportation Systems

Program Purpose: The purpose of the Build Transportation Systems program is to provide planning, design, and construction of roads to the traveling public so that they can get to their desired destination in a safe and efficient manner.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of projects bid that were planned to be bid	44	85	83	80
Percent of lane miles delivered that were approved for improvement	N/A	N/A	58	80

Transportation (Continued)

Program Name: Operate and Maintain Transportation Systems

Program Purpose: The purpose of the Operate and Maintain Transportation Systems program is to provide roadway upkeep and traffic flow management to the traveling public so that they can have safe trips on smooth, cost effective roads.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of arterial road mileage with pavement condition rating of "good" or better	99	99	98	95

Program Name: Support Transportation Systems

Program Purpose: The purpose of the Support Transportation Systems program is to provide information, tools, and guidance to teams within MCDOT and their customers so that they can prepare and deliver better products and services and make sound business decisions.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of project expenditures that MCDOT saved through partnerships	N/A	54	52	35
Percent increase of customer satisfaction	N/A	N/A	0	N/A

Mandate Consolidated Financial Data

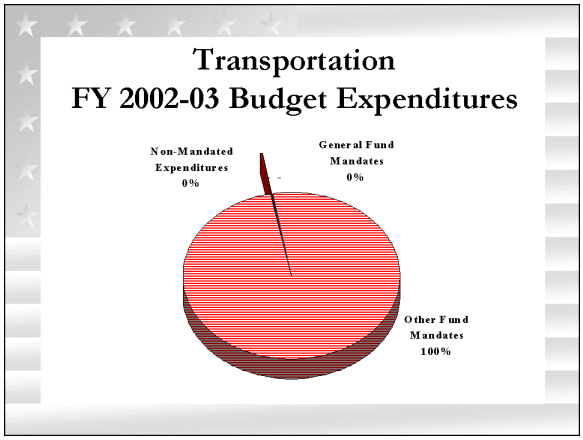
Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 101,728,824		$ 101,728,824
FY 1999-00 Actuals	$ 107,010,536		$ 107,010,536
FY 2000-01 Actuals	$ 113,738,686		$ 113,738,686
FY 2001-02 Estimate	$ 106,159,810	$ -	$ 106,159,810
FY 2002-03 Adopted Budget	$ 101,222,927	$ 84,306,743	$ 185,529,670

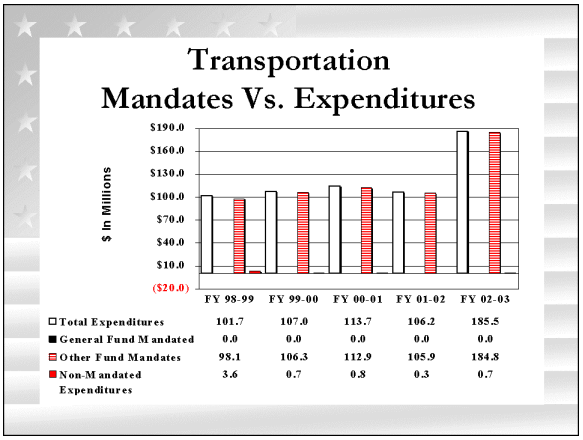
Total Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 98,125,601		$ 98,125,601
FY 1999-00 Actuals	$ 106,345,337		$ 106,345,337
FY 2000-01 Actuals	$ 112,893,384	$ -	$ 112,893,384
FY 2001-02 Estimate	$ 105,859,810	$ -	$ 105,859,810
FY 2002-03 Adopted Budget	$ 100,540,927	$ 84,306,743	$ 184,847,670

Total Non-Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 3,603,223		$ 3,603,223
FY 1999-00 Actuals	$ 665,199		$ 665,199
FY 2000-01 Actuals	$ 851,217		$ 851,217
FY 2001-02 Estimate	$ 300,000		$ 300,000
FY 2002-03 Adopted Budget	$ 682,000		$ 682,000

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

Transportation (Continued)





Mandate Information

TITLE	Transportation System Operation, Maintenance, Improvement, Planning And Environmental Mitigation
AUTHORITY	Title 11 Powers and obligations of the county; A.R.S. § 28-18 Distribution of Highway Users Revenue Fund (HURF) funds; A.R.S. § 28-19 County highways; A.R.S. § 41-4 and 41-5 Historic preservation; Title 49 Environment; General Order R-1 of the Corporation Commission; The Transportation Equity Act for the 21st Century (TEA-21); The National Environmental Policy Act; The Clean Water Act; The Americans with Disabilities Act; Occupational Safety and Health Act (OSHA).
HISTORY/ BACKGROUND	The State of Arizona adopted statutes defining powers and duties of various levels of government in operating and maintaining the public transportation system. It also defined a funding mechanism and allocation formula for HURF revenue collected by the State. The Constitution and state statutes restrict how the funds can be spent. The specifics of HURF, its distribution, and the powers and duties of the levels of government have been amended numerous times.
MANDATE DESCRIPTION	The Constitution and state statues authorize the County to operate a transportation system. They further provide a dedicated and restricted source of funding, HURF. Historically, the County has interpreted state law as a mandate 1) to provide safe, effective, and high quality public roadways and 2) limiting non-road related activities consistent with limitations on the use of HURF. MCDOT's combined operations and five-year Capital Improvement Programs reflect these priorities. In carrying out these programs, MCDOT is guided by a vision to provide the right transportation system, at the right time, and at the right cost. State law also directs counties to perform integrated, comprehensive planning including consideration of transportation and other elements such as land use. The County's Comprehensive Plan and Transportation System Plan (TSP) address this mandate. MCDOT is on schedule to address the specific action items in the Comprehensive Plan and TSP in a 5-year period following adoption of the plans. Federal transportation and environmental law requires planning processes that include public involvement, impact evaluation (environmental, social, economic, cultural resources, etc.), and impact mitigation. It also provides guidance on transportation system management, MCDOT believes these Federal requirements are fundamentally good practices that contribute to quality projects and better service to the public. MCDOT incorporates all of these into standard practices for project planning and system evaluation. Standard MCDDOT planning processes involves public participation, analysis of potential impacts, and mitigation of

impacts to the extent feasible. MCDOT has developed 4 management systems patterned after systems outlined in the Federal Intermodal Surface Transportation Efficiency Act of 1991 (reauthorized in 1998 as TEA-21): 1) the Congestion Management System, 2) the Safety Management System, 3) the Roadway Management System, and 4) the Bridge Management System. Under these systems more than 96% of MCDOT roadways have pavement conditions that are rated as good to excellent and more than 82% of it's bridges are rated as good to excellent.

Transportation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
640 TRANSPORTATION

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	18,217,356	79,704,963	3,300,608	101,222,927	89,078,888
CAPITAL PROJECTS	-	-	84,306,743	84,306,743	84,578,721
SUB-TOTAL	$ 18,217,356	$ 79,704,963	$ 87,607,351	$ 185,529,670	$ 173,657,609
TOTAL FUNDS	$ 18,217,356	$ 79,704,963	$ 87,607,351	$ 185,529,670	$ 173,657,609

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

640 TRANSPORTATION

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	671,830	720,000	720,000	839,141	1,700,000	1,700,000	980,000	136%
615 GRANTS	856,074	300,000	300,000	-	682,000	682,000	382,000	127%
620 OTHER INTERGOVERNMENTAL	84,978,501	39,958,766	39,958,766	5,335,649	32,955,345	32,955,345	(7,003,421)	-18%
626 STATE SHARED HIGHWAY USER REV	-	81,000,000	81,000,000	77,014,014	77,933,792	77,933,792	(3,066,208)	-4%
630 STATE SHARED VEHICLE LICENSE	6,630,318	7,200,000	7,200,000	5,915,372	6,682,872	6,682,872	(517,128)	-7%
635 OTHER CHARGES FOR SERVICES	3,709	34,000	34,000	4,487	-	-	(34,000)	-100%
645 INTEREST EARNINGS	-	500,000	500,000	247,050	400,000	400,000	(100,000)	-20%
650 MISCELLANEOUS REVENUE	3,409,799	267,834	267,834	843,397	73,600	73,600	(194,234)	-73%
651 GAIN ON FIXED ASSETS	-	240,000	240,000	349,008	230,000	230,000	(10,000)	-4%
680 TRANSFERS IN	-	46,000,000	46,000,000	46,000,000	53,000,000	53,000,000	7,000,000	15%
Total Revenue	$ 96,550,231	$ 176,220,600	$ 176,220,600	$ 136,548,118	$ 173,657,609	$ 173,657,609	$ (2,562,991)	-1%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 16,948,581	$ 16,753,624	$ 17,670,928	$ 16,836,142	$ 16,975,113	$ 17,214,278	$ 456,650	3%
705 TEMPORARY PAY	344,770	553,188	553,188	149,435	483,730	150,001	403,187	73%
710 OVERTIME	916,045	483,063	483,063	441,680	544,839	544,839	(61,776)	-13%
750 FRINGE BENEFITS	3,598,887	4,295,502	4,082,331	3,897,091	4,132,181	4,307,864	(225,533)	-6%
790 OTHER PERSONNEL SERVICES	48,119	851,889	147,756	211,817	131,433	131,433	16,323	11%
795 PERSONNEL SERVICES ALLOC OUT	(46,681)	(57,637)	(6,257,637)	(5,045,645)	(4,322,559)	(4,322,559)	(1,935,078)	-31%
796 PERSONNEL SERVICES ALLOC IN	23,695	30,000	6,230,000	4,947,065	191,500	191,500	6,038,500	97%
SubTotal	$ 21,833,416	$ 22,909,629	$ 22,909,629	$ 21,437,585	$ 18,136,237	$ 18,217,356	$ 4,692,273	20%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,085,201	$ 1,340,572	$ 1,321,492	$ 1,102,867	$ 1,318,461	1,318,461	3,031	0%
802 MEDICAL SUPPLIES	-	5,000	-	-	-	-	-	
803 FUEL	821,426	788,306	788,186	642,685	812,791	812,791	(24,605)	-3%
804 NON-CAPITAL EQUIPMENT	311,636	369,451	369,451	194,246	120,406	110,961	258,490	70%
810 LEGAL SERVICES	186,553	65,000	65,000	-	-	-	65,000	100%
812 OTHER SERVICES	26,594,418	29,390,248	25,645,196	22,288,242	11,686,598	11,687,153	13,958,043	54%
820 RENT & OPERATING LEASES	166,667	349,145	319,895	403,048	426,595	426,595	(106,700)	-33%
825 REPAIRS AND MAINTENANCE	4,069,936	4,749,121	5,501,371	4,338,851	5,634,681	5,634,681	(133,310)	-2%
839 INTERNAL SERVICE CHARGES	3,506,333	4,562,508	4,562,508	4,466,838	3,791,278	3,851,316	711,192	16%
842 TRAVEL & EDUCATION	462,552	519,502	519,502	227,313	382,383	225,000	294,502	57%
843 POSTAGE/FREIGHT/SHIPPING	7	-	-	19,550	18,000	18,000	(18,000)	
850 UTILITIES	795,746	653,600	653,600	640,853	695,000	695,000	(41,400)	-6%
880 TRANSFERS OUT	2,100,888	48,014,028	48,014,028	48,014,028	54,925,560	54,925,005	(6,910,977)	-14%
890 LOSS ON FIXED ASSETS	(24,772)	-	-	-	-	-	-	
SubTotal	$ 40,076,591	$ 90,806,481	$ 87,760,229	$ 82,338,521	$ 79,811,753	$ 79,704,963	$ 8,055,266	9%
CAPITAL OUTLAY								
910 LAND	$ 15,884,676	$ 8,687,112	$ 501,000	$ 7,200,000	$ 6,133,500	$ 6,133,500	$ (5,632,500)	-1124%
915 BUILDINGS AND IMPROVEMENTS	31,550,746	25,287,711	145,000	138,000	65,000	65,000	80,000	55%
920 CAPITAL EQUIPMENT	1,185,348	926,305	926,305	613,203	566,825	566,825	359,480	39%
930 VEHICLES & CONSTRUCTION EQUIP	3,207,911	2,475,000	2,475,000	1,748,083	2,345,151	2,345,152	129,848	5%
940 INFRASTRUCTURE	-	778,000	37,442,647	30,030,000	78,157,011	78,173,243	(40,730,596)	-109%
950 DEBT SERVICE	-	289,572	-	-	314,186	323,631	(323,631)	
SubTotal	$ 51,828,681	$ 38,443,700	$ 41,489,952	$ 39,729,286	$ 87,581,673	$ 87,607,351	$ (46,117,399)	-111%
Total Expenditures	$ 113,738,688	$ 152,159,810	$ 152,159,810	$ 143,505,392	$ 185,529,663	$ 185,529,670	$ (33,369,860)	-22%
Operating Balance (Rev. - Exp.)	$ (17,188,457)	$ 24,060,790	$ 24,060,790	$ (6,957,274)	$ (11,872,054)	$ (11,872,061)	$ (35,932,851)	-149%

Transportation (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 640 TRANSPORTATION WORKING TITLE	FTE
ACCESS PROGRAMMER	1.0
ACCOUNTANT	1.0
ACCOUNTANT I	1.0
ACCOUNTANT MANAGER	1.0
ACCOUNTANT SUPERVISOR	1.0
ACCOUNTING CLERK	2.0
ADMINISTRATIVE ASSISTANT	15.0
ADMINISTRATIVE COORDINATOR	1.0
ADMINISTRATIVE COORDINATOR IV	1.0
ADMINISTRATIVE MANAGER	1.0
ADMINISTRATIVE SPECIALIST	1.0
ADOPT-A-HIGHWAY COORDINATOR	1.0
AIR QUALITY ANALYST	1.0
APPLICATION SOFTWARE ENGINEER	1.0
ASSISTANT COUNTY ENGINEER-OPERATIONS	1.0
ASSOC VB DEVELOPER/OFFICE ASSISTANT	1.0
AUTOMATED TRAFFIC SYSTEM ANALYST	1.0
BRIDGE ENGINEER	1.0
BUDGET/FINANCIAL ANALYST	1.0
BUSINESS ANALYST	1.0
BUSINESS INTERFACE DEVELOPER	1.0
BUSINESS SERVICE MANAGER	1.0
BUSINESS SYSTEM FINANCIAL ANALYST	1.0
BUSINESS SYSTEM PROJECT MANAGER	1.0
CADD TECHNICIAN DESIGN ADMINISTRATOR	1.0
CHIEF ENGINEERING INSPECTOR	1.0
CHIEF OFFICER'S ADMINISTRATIVE ASSISTANT	1.0
CITY LIMITS COORDINATOR	1.0
CIVIL ENGINEER	3.0
CIVIL ENGINEER SENIOR	7.0
CIVIL ENGINEER SENIOR/PROJECT MANAGER ENGINEER	1.0
CIVIL ENGINEER TECHNICIAN SENIOR	2.0
CIVIL ENGINEERING SPECIALIST	1.0
CIVIL ENGINEERING TECHNICIAN	15.8
CIVIL ENGINEERING TECHNICIAN SENIOR	2.0
COMMUNICATIONS COORDINATOR	1.0
COMMUNITY & GOVERNMENT RELATIONS ADMINISTRATIVE	1.0
CONSTRUCTION INSPECTOR	4.0
CONTRACTS SPECIALIST	1.0
CUSTOMER SERVICE SPECIALIST	2.0
CUSTOMER SERVICE/FACILITIES MANAGER	1.0
DATA INPUT OPERATOR	1.0
DATABASE ADMINISTRATOR	1.0
DECISION SUPPORT ANALYST SENIOR	1.0
DEPARTMENT HUMAN RESOURCE MANAGER	1.0
DESIGN PROJECT MANAGER	1.0
DEVELOPMENT SERVICES ENGINEER	1.0
DIRECTOR INFRASTRUCTURE TECHNICIAN CENTER	1.0
DIRECTOR-QUALITY & ORGANIZATIONAL DEVELOPMENT	1.0
DIV ADMINISTRATIVE LEAD COORDINATOR	2.0
DIVISION ADMINISTRATIVE LEAD COORDINATOR	1.0
ENGINEER IN TRAINING	1.0
ENGINEERING DIVISION MANAGER	1.0
ENGINEERING INSPECTOR	7.0
ENGINEERING PLANNING MANAGER	2.0
ENGINEERING PROJECT MANAGER	3.0

Transportation (Continued)

WORKING TITLE	FTE
ENGINEERING SUPPORT BRANCH MANAGER	1.0
ENGINEERING UTILITY COORDINATOR	2.0
ENTERPRISE GIS BUSINESS ANALYST	1.0
ENVIRONMENTAL PLANNER	1.0
ENVIRONMENTAL PLANNING BRANCH MANAGER	1.0
ENVIRONMENTAL PROGRAMS MANAGER	1.0
EQUIPMENT MANAGEMENT SPECIALIST	1.0
EQUIPMENT OPERATOR I	1.0
EQUIPMENT OPERATOR II	38.0
EQUIPMENT OPERATOR III	21.0
EQUIPMENT OPERATOR IV	40.0
EXECUTIVE MANAGEMENT ANALYST	1.0
EXECUTIVE SUPPORT SPECIALIST	1.0
FACILITIES COORDINATOR	1.0
FINANCIAL SERVICES ADMINISTRATOR	1.0
GIS CARTOGRAPHIC ANALYST	1.0
GIS DATABASE ADMINISTRATOR	1.0
GIS PROGRAMMER/ANALYST	1.0
GIS SERVICE MANAGER	1.0
GIS TECHNICIAN	1.0
GPS SPECIALIST	1.0
GRANTS WRITER	1.0
GRAPHICS COORDINATOR	1.0
HELP DESK SPECIALIST	1.0
HIGHWAY OPERATIONS ENGINEER/MAINTENANCE SUPPORT	1.0
HIGHWAY OPERATIONS SUPERINTENDENT	1.0
HUMAN RESOURCE ADMINISTRATIVE COORDINATOR	1.0
HUMAN RESOURCE ANALYST	1.0
HUMAN RESOURCE ANALYST/RECRUITER	1.0
HUMAN RESOURCE SPECIALIST	1.0
IMPROVEMENT DISTRICT PROJECT COORDINATOR	1.0
INTERGOVERNMENTAL LIAISON	2.0
INTERGOVERNMENTAL POLICY MANAGER	1.0
ITS ADMINISTRATIVE COORDINATOR	1.0
ITS CIVIL ENGINEER	1.0
ITS COORDINATOR	1.0
ITS INCIDENT MANAGEMENT PROGRAM MANAGER	1.0
ITS INCIDENT MANAGEMENT TEAM LEADER	1.0
ITS SYSTEMS COORDINATOR	1.0
ITS & AZTECH PROGRAM MANAGER	1.0
LAN ADMINISTRATOR APPLICATOR	1.0
LEGACY DATABASE ADMINISTRATOR	1.0
LOGISTICS COORDINATOR	1.0
MAINTENANCE ENGINEER INSPECTOR	3.0
MAINTENANCE SUPERVISOR	1.0
MANAGEMENT ANALYST	1.0
MATERIALS ENGINEER/ENGINEERING MANAGER	1.0
MATERIALS LAB SUPERVISOR	1.0
MATERIALS TEST/INSPECTOR TECHNICIAN	4.0
MULTI-MEDIA ASSISTANT	1.0
MULTI-MEDIA GRAPHICS ANALYST	1.0
NETWORK SERVICES MANAGER	1.0
OUTLOOK EXCHANGE APPLICATIONS DEVELOPER	1.0
PAYROLL SERVICES COORDINATOR	2.0
PC NETWORK SUPPORT SPECIALIST	7.0
PERMITS ADMINISTRATIVE SPECIALIST	1.0
PLAN REVIEWER II	1.0
PLANNER	2.0
PLANNING DIVISION MANAGER	1.0
PROCUREMENT ADMINISTRATIVE ASSISTANT	1.0
PROCUREMENT MANAGEMENT ANALYST	1.0
PROCUREMENT MANAGER	1.0
PROCUREMENT SPECIALIST	1.0
PROFESSIONAL PLANNER/TRAN MODEL	1.0

Transportation (Continued)

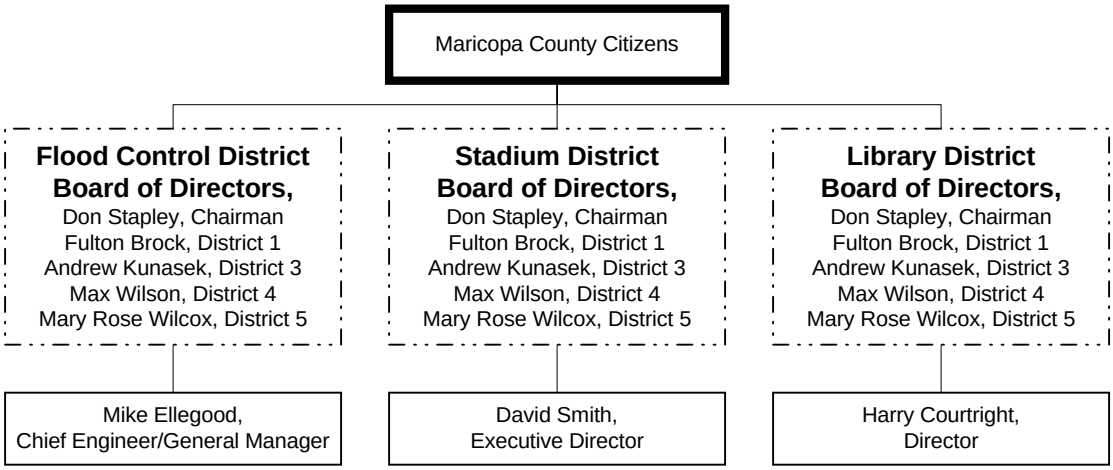
WORKING TITLE	FTE
PROFESSIONAL SERVICES DIV ADMINISTRATIVE	1.0
PROGRAM/SYSTEM ANALYSIS BRANCH MANAGER	1.0
PROJECT DEVELOPMENT BRANCH MANAGER	1.0
PROJECT DEVELOPMENT CIVIL ENGINEER	1.0
PROJECT ENGINEERING ASSISTANT	1.0
PROJECT ENGINEER/PROJECT DEVELOPMENT	1.0
PROJECT MANAGEMENT COORDINATOR	1.0
PROJECT MANAGEMENT ENGINEER	1.0
PROJECT MANAGEMENT SPECIALIST	1.0
PROJECT MANAGER	1.0
PROJECT MANAGER SPECIAL TRANSACTIONS	1.0
PUBLIC INFORMATION OFFICER	1.0
PUBLIC INVOLVEMENT COORDINATOR	1.0
PUBLIC WORKS ASSISTANT SUPERVISOR	1.0
PUBLIC WORKS GENERALIST	11.0
PUBLIC WORKS HIGHWAY TECHNICIAN	33.0
PUBLIC WORKS INSPECTOR	1.0
PUBLIC WORKS LABORER/ASSISTANT	1.0
PUBLIC WORKS LEAD	8.0
PUBLIC WORKS PROJECT MANAGER	1.0
PUBLIC WORKS SIGNING TECHNICIAN	11.0
PUBLIC WORKS STRIPING TECHNICIAN	6.0
PUBLIC WORKS SUPERVISOR	17.0
PUBLIC WORKS TRAFFIC CONTROL TECHNICIAN	13.0
PURCHASING AGENT	3.0
RADIO DISPATCHER	2.0
REAL ESTATE OFFICE SUPPORT	1.0
REAL PROPERTY CHIEF APPRAISER	1.0
REAL PROPERTY SUPPORT ANALYST	1.0
REAL PROPERTY TECHNICIAN	3.0
REPROGRAPHICS SPECIALIST	1.0
RIGHT OF WAY ACQUISITION MANAGER	1.0
RIGHT OF WAY AGENT	2.0
RIGHT OF WAY INFORMATION SPECIALIST	1.0
RIGHT OF WAY INFORMATION/DATA SPECIALIST	1.0
RIGHT OF WAY NEGOTIATOR/COORDINATOR	3.0
RIGHT OF WAY PERMITS COORDINATOR	1.0
RIGHT OF WAY PERMITS TECHNICIAN	1.0
RMS TECHNICIAN	1.0
ROAD MANAGEMENT TECHNICIAN	1.0
SECURITY COORDINATOR	1.0
SENIOR CADD SUPPORT ANALYST	1.0
SENIOR DEVELOPMENT ENGINEER	1.0
SENIOR GIS INTERFACE ANALYST	1.0
SENIOR REPORT WRITER	1.0
SIGN FABRICATION TECHNICIAN	1.0
SIGN GRAPHICS SPECIALIST	1.0
SURVEY AIDE	5.0
SURVEY PARTY CHIEF	4.0
SURVEY TECHNICIAN	5.0
SYSTEM PLANNING MANAGER	1.0
TIP DATABASE SPECIALIST	4.0
TIP PROGRAM MANAGER	1.0
TITLES & RIGHT OF WAY MANAGER	1.0
TRAFFIC COUNT STUDIES TECHNICIAN	1.0
TRAFFIC COUNTS STUDIES TECHNICIAN	2.0
TRAFFIC ENGINEERING BRANCH MANAGER	1.0
TRAFFIC SIGNAL DESIGNER/ANALYST	1.0
TRAFFIC SIGNAL TECHNICIAN	7.0
TRAFFIC STUDIES CIVIL ENGINEER TECHNICIAN	1.0
TRAFFIC STUDIES TECHNICIAN	1.0
TRAINING & DEVELOPMENT SPECIALIST	1.0
TRANSPORTATION DIRECTOR	1.0
TRANSPORTATION PLANNER	2.0
TRANSPORTATION POLICY ANALYST	1.0
VB APPLICATION DEVELOPER	1.0

Transportation (Continued)

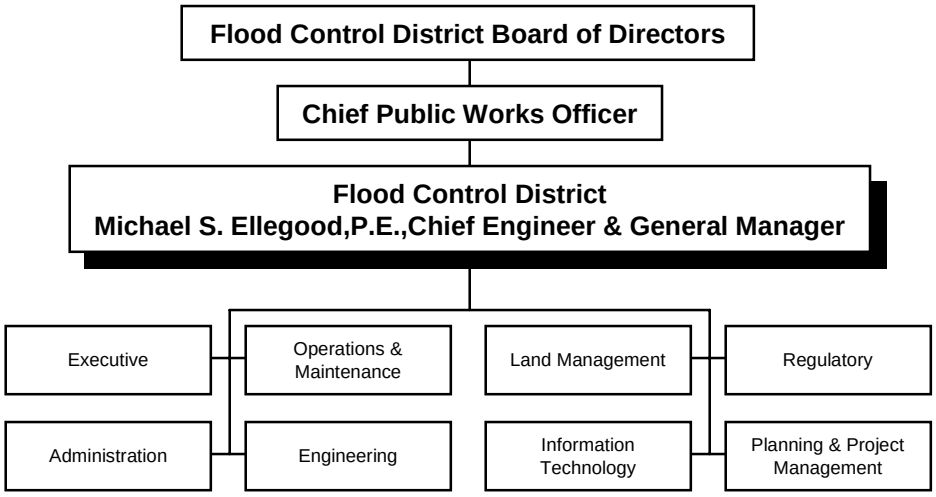
WORKING TITLE	FTE
VOICE COMMUNICATION SPECIALIST	1.0
WAREHOUSE FOREMAN	1.0
WAREHOUSE SPECIALIST	1.0
WEB APPLICATIONS DEVELOPER	1.0
WEB MASTER	1.0
WEB SOLUTIONS DEVELOPER	1.0
TOTAL	**478.8**

Special Districts

Organizational Chart



Flood Control District



Mission

The mission of the Flood Control District of Maricopa County is to provide flood hazard identification, regulation, remediation, and education to the people in Maricopa County so that they can reduce their risks of injury, death, and property damage due to flooding while enjoying the natural and beneficial values served by floodplains.

Vision

The vision of the Flood Control District of Maricopa County is that the people of Maricopa County and future generations will have the maximum amount of protection from the effects of flooding through fiscally responsible flood control actions and multiple-use facilities that complement or enhance the beauty of our desert environment.

Goals

- The Flood Control District will conduct two studies per year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.
- The Flood Control District will study, each year for the next five years, two major areas of Maricopa County that are not yet under development, but are expected to be according to the Maricopa Association of Governments' projections.
- Each year for the next five years, the Flood Control District will evaluate five existing flood control facilities' safety monitoring procedures, evaluate District-owned flood control facilities, and begin plans to mitigate, upgrade, or redesign these facilities to reduce the increased risk and liability associated with them, meet all regulatory requirements, and maintain or improve their flood control functions.
- The Flood Control District will initiate at least one project each year for the next five years that uses innovative and resourceful operational and financial strategies.
- The Flood Control District will evaluate five existing flood control facilities each year for the next five years to determine how they can be made more aesthetically pleasing or used as multi-use facilities.

Flood Control District (Continued)

- The Flood Control District will plan and design future flood control projects to incorporate multi-use facilities where practical.

Issues

- Population growth in Maricopa County is pushing people to build in former high flood risk areas such as agricultural lands, deserts, washes, and in areas beyond those that are protected by existing dams. This increases the risks to life and property, and the demand for flood control.
- The practice of instituting flood control measures after an area has been developed costs more than if the measures were instituted before development began.
- The age of flood control structures, urbanization, and changing dam safety and environmental regulations require a greater emphasis on improving safety monitoring procedures, evaluating existing structures, and developing and implementing plans to mitigate, upgrade, and/or redesign the structures.
- The number of flood control projects that can be done is being limited by the flat tax rate and the reduced buying power of the construction dollar due to inflation thereby increasing the backlog of projects.
- County residents are requesting wildlife habitats, recreational facilities, and aesthetically-pleasing open areas and are reluctant to accept concrete flood control structures resulting in the design and installation of more costly and complex multi-use facilities.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
FLOOD CONTROL DISTRICT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FLDPLN & DRAINAGE COMPLIANCE	$ 2,232,586	$ 1,550,195	$ 8,875	$ 3,791,656	$ 9,339,544
FLOOD PROTECTION PROGRAM	4,789,402	3,260,086	48,744,497	56,793,985	21,450,433
INFORMATION PROGRAM	1,293,521	1,139,771	27,375	2,460,667	5,044,392
PLANNING PROGRAM	1,649,991	3,019,084	1,250	4,670,325	7,813,238
ADMINISTRATIVE SERVICES PROGRA	810,330	448,921	-	1,259,251	4,744,913
INFORMATION TECHNOLOGY PROGRAM	1,101,278	685,708	-	1,786,986	4,815,358
UNALLOCATED/INDIRECT COSTS	(2,139,426)	1,279,422	609,381	(250,623)	17,823,976
Total	$ 9,737,682	$ 11,383,187	$ 49,391,378	$ 70,512,247	$ 71,031,854

Key Performance Measures

Program Name: Flood Protection Program

Program Purpose: The purpose of the Flood Protection program is to provide structural and non-structural mitigation of flood hazards for the public so that they can live with acceptable risk of loss of life or property due to flooding.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of capital projects requested, prioritized, and recommended on the current list that are completed in that year	14	16.5	24.7	N/A
Percent of dams receiving routine maintenance to state and sponsoring agency specifications	91.3	91.3	100	100
Percent of available lease property parcels leased	0	100	100	100

Flood Control District (Continued)

Program Name: Floodplain And Drainage Compliance Program

Program Purpose: The purpose of the Floodplain and Drainage Compliance program is to provide guidance, direction, and enforcement for the public so that they can use their property safely and in compliance with applicable state and federal laws.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of Technical Advisory Committee letters sent to Planning and Development not later than 24 clock hours prior to Committee meeting	0	0	100	N/A
Percent of cumulative linear miles of Zone A watercourses requiring delineation that were delineated and submitted to FEMA	0	2.5	4	7.4

Program Name: Information Collection And Dissemination Program

Program Purpose: The purpose of the Information Collection and Dissemination program is to provide flood hazard information, technical data, and flood safety guidance to public agencies and the public so that they are aware of and can respond to flood hazards.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of dollar value of positive media attention received at a rating of five or above (on a scale of one to nine)	0	100	100	100
Percent of representative samples collected	0	0	38.6	N/A

Program Name: Planning Program

Program Purpose: The purpose of the Planning program is to provide flood and erosion hazard information and documentation to the public so that they can be knowledgeable about the dangers of erosion and flooding, the areas in which they occur, and required future remediation measures.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of cumulative square miles of watershed identified for Area Drainage Master Plan study where study was completed	0	1.1	5.5	N/A

Flood Control District (Continued)

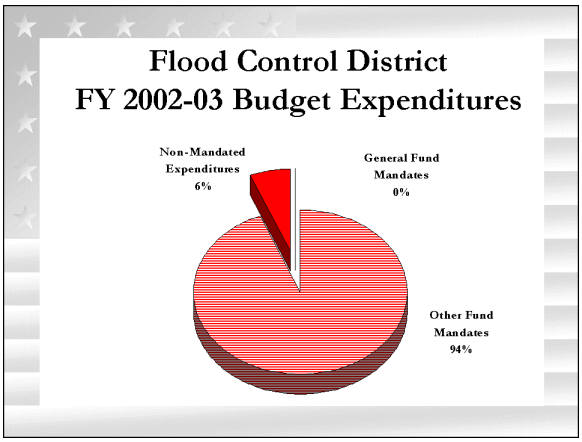
Mandate Consolidated Financial Data

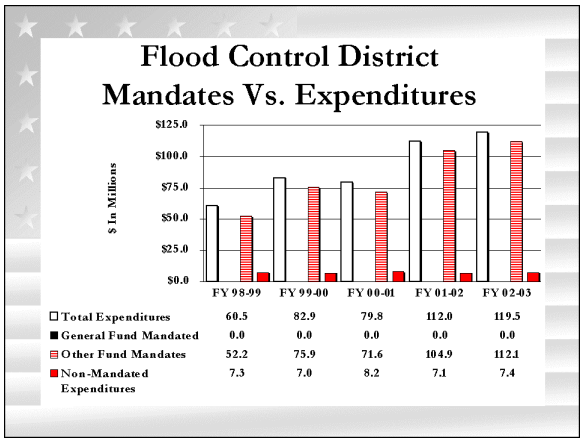
Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 60,487,000	$ -	$ 60,487,000
FY 1999-00 Actuals	$ 82,867,818	$ -	$ 82,867,818
FY 2000-01 Actuals	$ 79,748,040	$ -	$ 79,748,040
FY 2001-02 Estimate	$ 66,107,920	$ 45,919,588	$ 112,027,508
FY 2002-03 Adopted Budget	$ 70,807,750	$ 48,704,497	$ 119,512,247

Total Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 53,214,000	$ -	$ 53,214,000
FY 1999-00 Actuals	$ 75,885,844	$ -	$ 75,885,844
FY 2000-01 Actuals	$ 71,557,945	$ -	$ 71,557,945
FY 2001-02 Estimate	$ 59,051,553	$ 45,919,588	$ 104,971,141
FY 2002-03 Adopted Budget	$ 63,401,999	$ 48,704,497	$ 112,106,496

Total Non-Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 7,273,000	$ -	$ 7,273,000
FY 1999-00 Actuals	$ 6,981,974	$ -	$ 6,981,974
FY 2000-01 Actuals	$ 8,190,095	$ -	$ 8,190,095
FY 2001-02 Estimate	$ 7,056,367	$ -	$ 7,056,367
FY 2002-03 Adopted Budget	$ 7,405,751	$ -	$ 7,405,751

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Flood Control District (Continued)

Mandate Information

TITLE Flood Detection and Data Collection

AUTHORITY A.R.S. § 48-3608 Assistance In Flood Insurance Program; A.R.S. § 48-3609B Floodplain Delineation And Regulation; Arizona Administrative Code § 12-15-1219 Dam Safety Procedures; Owners Responsibilities

HISTORY/ BACKGROUND The program was initiated to monitor impoundments behind the District's dams and to measure flood flows in our flood channels and on the major rivers. A comprehensive system now provides essential rainfall, stream flow and weather data to the District. This information is electronically relayed to the National Weather Service, the State, the County Departments of Transportation and Emergency Management, and many cities.

MANDATE DESCRIPTION The Flood Control District, as owner of 23 dam and drainage facilities regulated by the State, must monitor flood control facilities, watersheds and floodplains for structure integrity and evaluation purpose and is responsible for their safe operation. This is accomplished through periodic maintenance, inspection, and early warning and emergency action plans. During the past 12 months, the operational efficiency of all remote stations was approximately 99%. This level of performance will be maintained or increased slightly.

Flood Detection and Data Collection	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 1,405,000	$ -	$ 1,405,000
FY 1999-00 Actuals	$ 1,345,051	$ -	$ 1,345,051
FY 2000-01 Actuals	$ 994,426	$ -	$ 994,426
FY 2001-02 Estimate	$ 1,185,855	$ -	$ 1,185,855
FY 2002-03 Adopted Budget	$ 1,291,399	$ -	$ 1,291,399

TITLE Floodplain Administration

AUTHORITY A.R.S. § 48-3609 Floodplain Delineation And Regulation Of Use. A.R.S. § 48-3610 Assumption Of Powers And Duties By Cities And Towns

HISTORY/ BACKGROUND The Flood Control District administers the floodplain regulation for the unincorporated areas of Maricopa County, plus 13 municipalities. Additionally, the district delineates areas subjected to the "100-year" flood throughout Maricopa County. The minimum level of service is the regulation of new development in the floodplains and the enforcement of the floodplain regulations.

MANDATE DESCRIPTION Maricopa County must manage and regulate delineated floodplains.

Floodplain Administration	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 2,492,000	$ -	$ 2,492,000
FY 1999-00 Actuals	$ 2,660,523	$ -	$ 2,660,523
FY 2000-01 Actuals	$ 3,139,379	$ -	$ 3,139,379
FY 2001-02 Estimate	$ 3,135,829	$ -	$ 3,135,829
FY 2002-03 Adopted Budget	$ 2,585,196	$ -	$ 2,585,196

Flood Control District (Continued)

TITLE Planning

AUTHORITY A.R.S. § 48-3616 Survey And Report Of Flood Control Problems And Facilities; Comprehensive Program By Board; Hearing

HISTORY/ BACKGROUND In the mid-1980's, the District began to recognize the need for an independent planning program due to the rapid growth of the Phoenix metropolitan area and pending completion of several large-scale federal projects that had directed the Districts actions for many years. The first step towards an independent planning program began when the Area Drainage Master Plan Study (ADMS) Program was conceived in 1983. The Program, which is now included in the Districts Planning Program, was approved by the Board of Directors as Resolution FCD 85-3 on April 17, 1985. Planning became a separate District program in 1989. The Planning Program identifies regional drainage and flooding problems and develops alternative solutions to protect life and property. Major activities include watercourse master plans, area drainage master plans, design concept reports, pre-design studies and inter-agency coordination. Since it's inception in 1989, the Flood Control District has prepared the Comprehensive Plan for Flood Hazard Mitigation.

MANDATE DESCRIPTION The Flood Control District must conduct a survey and prepare a report at least every five years in describing the remaining flooding problems and the existing flood control facilities in Maricopa County.

Planning	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 3,784,000	$ -	$ 3,784,000
FY 1999-00 Actuals	$ 4,840,198	$ -	$ 4,840,198
FY 2000-01 Actuals	$ 4,385,910	$ -	$ 4,385,910
FY 2001-02 Estimate	$ 3,103,196	$ -	$ 3,103,196
FY 2002-03 Adopted Budget	$ 3,639,916	$ -	$ 3,639,916

TITLE Structure

AUTHORITY A.R.S. § 45-1423 Power Of Maricopa And Yuma Counties To Cooperate With Federal Government In Flood Control Projects; A.R.S. § 45-1424 Power Of Maricopa And Pinal Counties To Cooperate With Federal Government In Flood Control Projects; A.R.S. § 48-3616 Survey And Report Flood Control Problems And Facilitates; Comprehensive Programs; Adoption By Board; Hearing

HISTORY/ BACKGROUND In 1954, the Maricopa County Board of Supervisors, Phoenix City Council, and the Salt River Project Board of Directors recognized the need for a comprehensive approach to solving flooding problems.

MANDATE DESCRIPTION The County must provide for the maintenance of dams and other flood control structures to reduce the risks of flood loss.

Structure	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 44,335,000	$ -	$ 44,335,000
FY 1999-00 Actuals	$ 65,727,431	$ -	$ 65,727,431
FY 2000-01 Actuals	$ 61,680,064	$ -	$ 61,680,064
FY 2001-02 Estimate	$ 49,756,845	$ 45,919,588	$ 95,676,433
FY 2002-03 Adopted Budget	$ 53,245,808	$ 48,600,000	$ 101,845,808

Flood Control District (Continued)

TITLE	Drainage
AUTHORITY	The Flood Control District is directed by the Drainage Regulations as adopted pursuant to A.R.S. § 11-251, Sections 30 and 36 and A.R.S. § 11-251.05
HISTORY/ BACKGROUND	Administers the County Drainage Regulation (prepared by the District), to reduce existing and potential flooding caused by local stormwater. Coordinates with County Planning, Transportation, Public Health and Building Safety to insure that new development will not increase runoff divert flows, or backwater onto another property.
MANDATE DESCRIPTION	The County must enforce standards for excavation, landfill, and grading to prevent unnecessary loss from erosion, flooding and landslides; Review drainage reports and plans for all developments of land covered by this regulation and approve such plans when the requirements of this Regulation are met; Investigate violations and complaints of non-compliance with this Regulation; Keep copies of all documents or other submissions made pursuant to the requirements of this Regulation; Issue notices or orders necessary to enforce the provisions of the Regulation; Take action necessary to obtain compliance with Regulation, upon determination that development of land subject to this Regulation has proceeded without drainage clearance.

Drainage	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 1,198,000	$ -	$ 1,198,000
FY 1999-00 Actuals	$ 1,312,641	$ -	$ 1,312,641
FY 2000-01 Actuals	$ 1,358,166	$ -	$ 1,358,166
FY 2001-02 Estimate	$ 2,191,012	$ -	$ 2,191,012
FY 2002-03 Adopted Budget	$ 2,221,741	$ -	$ 2,221,741

Flood Control District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
690 FLOOD CONTROL DISTRICT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	9,737,682	60,383,187	686,881	70,807,750	71,031,854
CAPITAL PROJECTS	-	-	48,704,497	48,704,497	49,000,000
SUB-TOTAL	$ 9,737,682	$ 60,383,187	$ 49,391,378	$ 119,512,247	$ 120,031,854
ELIMINATIONS	-	(49,000,000)	-	(49,000,000)	(49,000,000)
TOTAL FUNDS	$ 9,737,682	$ 11,383,187	$ 49,391,378	$ 70,512,247	$ 71,031,854

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

690 FLOOD CONTROL DISTRICT

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ 43,679,801	$ 45,322,696	$ 45,322,696	$ 44,894,623	$ 44,999,999	$ 44,868,061	$ (454,635)	-1%
610 LICENSES AND PERMITS	1,182,824	1,500,027	1,500,027	1,631,548	1,800,700	1,800,700	300,673	20%
615 GRANTS	(43,194)	748,000	748,000	-	-	-	(748,000)	-100%
620 OTHER INTERGOVERNMENTAL	17,168,437	20,800,000	20,800,000	18,031,233	15,073,000	15,073,000	(5,727,000)	-28%
621 PAYMENTS IN LIEU OF TAXES	194,534	153,587	153,587	153,065	-	134,393	(19,194)	-12%
645 INTEREST EARNINGS	-	878,500	878,500	700,000	850,000	850,000	(28,500)	-3%
650 MISCELLANEOUS REVENUE	3,408,184	10,032,397	10,032,397	10,053,559	8,305,700	8,305,700	(1,726,697)	-17%
Total Revenue	$ 65,590,586	$ 79,435,207	$ 79,435,207	$ 75,464,028	$ 71,029,399	$ 71,031,854	$ (8,403,353)	-11%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 9,222,620	$ 9,463,985	$ 9,542,090	$ 9,423,363	$ 10,250,100	$ 9,868,586	$ (326,496)	-3%
705 TEMPORARY PAY	242,819	362,353	319,418	264,617	278,580	278,580	40,838	13%
710 OVERTIME	94,405	-	-	66,655	35,941	35,941	(35,941)	
750 FRINGE BENEFITS	1,738,509	1,992,813	1,998,254	1,921,376	2,222,071	2,154,575	(156,321)	-8%
790 OTHER PERSONNEL SERVICES	21,975	-	-	19,295	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	(2,626,000)	(2,626,000)	(1,100,001)	(2,600,000)	(2,600,000)	(26,000)	-1%
796 PERSONNEL SERVICES ALLOC IN	-	2,626,000	2,626,000	258,002	-	-	2,626,000	100%
SubTotal	$ 11,320,328	$ 11,819,151	$ 11,859,762	$ 10,853,307	$ 10,186,692	$ 9,737,682	$ 2,122,080	18%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 906,332	$ 1,252,240	$ 1,698,415	$ 1,307,812	$ 1,293,286	1,293,284	405,131	24%
802 MEDICAL SUPPLIES	-	515	-	-	-	-	-	
803 FUEL	145,431	164,332	165,362	145,431	153,760	153,760	11,602	7%
804 NON-CAPITAL EQUIPMENT	188,881	162,000	120,500	112,992	224,150	223,018	(102,518)	-85%
810 LEGAL SERVICES	370,847	148,900	148,900	219,999	232,150	232,150	(83,250)	-56%
811 HEALTH CARE SERVICES	-	350	-	-	-	-	-	
812 OTHER SERVICES	14,667,237	16,489,657	15,842,411	11,811,052	6,245,368	6,031,679	9,810,732	62%
820 RENT & OPERATING LEASES	93,820	90,020	96,800	99,966	104,826	85,271	11,529	12%
825 REPAIRS AND MAINTENANCE	626,090	322,372	238,293	238,294	251,250	251,250	(12,957)	-5%
830 INTERGOVERNMENTAL PAYMENTS	1,166	1,000	1,000	1,615	600	600	400	40%
839 INTERNAL SERVICE CHARGES	1,093,442	1,476,215	1,477,754	1,477,753	1,578,728	1,578,724	(100,970)	-7%
842 TRAVEL & EDUCATION	168,625	147,105	146,060	146,060	250,766	155,106	(9,046)	-6%
843 POSTAGE/FREIGHT/SHIPPING	303	12,030	12,030	10,425	2,300	2,300	9,730	81%
850 UTILITIES	248,651	290,600	290,600	330,022	253,187	253,187	37,413	13%
880 TRANSFERS OUT	1,219,910	1,192,941	1,192,941	1,192,941	1,123,418	1,122,858	70,083	6%
SubTotal	$ 19,730,735	$ 21,750,277	$ 21,431,066	$ 17,094,362	$ 11,713,789	$ 11,383,187	$ 10,047,879	47%
CAPITAL OUTLAY								
910 LAND	$ 9,732,649	$ 7,550,000	$ 7,550,000	$ 4,865,025	$ 6,118,000	$ 6,118,000	$ 1,432,000	19%
915 BUILDINGS AND IMPROVEMENTS	37,157,243	36,288,000	36,288,000	21,671,325	9,000	9,000	36,279,000	100%
920 CAPITAL EQUIPMENT	904,845	179,500	118,800	118,800	296,750	296,750	(177,950)	-150%
930 VEHICLES & CONSTRUCTION EQUIP	904,882	710,000	542,500	542,500	380,000	380,000	162,500	30%
940 INFRASTRUCTURE	-	1,784,784	1,784,784	14,463,650	42,482,000	42,586,497	(40,801,713)	-2286%
950 DEBT SERVICE	-	-	-	-	-	1,131	(1,131)	
SubTotal	$ 48,699,619	$ 46,512,284	$ 46,284,084	$ 41,661,300	$ 49,285,750	$ 49,391,378	$ (3,107,294)	-7%
Total Expenditures	$ 79,750,682	$ 80,081,712	$ 79,574,912	$ 69,608,969	$ 71,186,231	$ 70,512,247	$ 9,062,665	11%
Operating Balance (Rev. - Exp.)	$ (14,160,096)	$ (646,505)	$ (139,705)	$ 5,855,059	$ (156,832)	$ 519,607	$ 659,312	472%

Flood Control District (Continued)

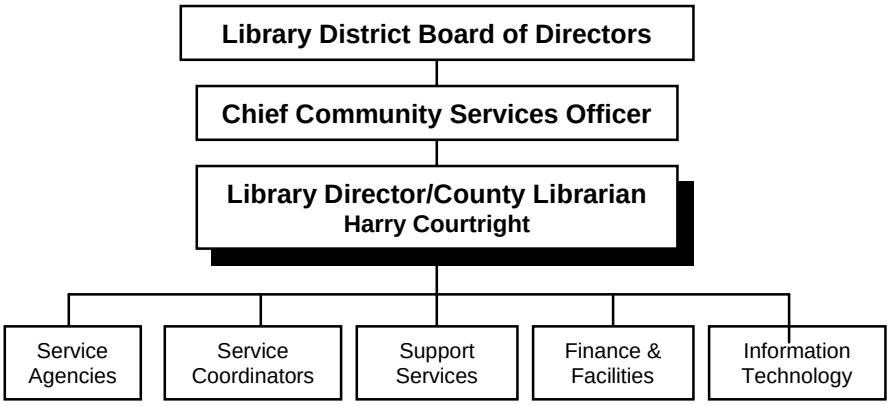
Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 690 FLOOD CONTROL DISTRICT WORKING TITLE	FTE
ACCOUNTANT I	1.0
ACCOUNTANT II	1.0
ADMINISTRATIVE ASSISTANT I	5.0
ADMINISTRATIVE ASSISTANT II	9.0
ADMINISTRATIVE ASSISTANT III	5.0
ADMINISTRATIVE COORDINATOR II	7.0
ADMINISTRATIVE COORDINATOR III	4.0
ADMINISTRATIVE COORDINATOR IV	5.0
ADMINISTRATIVE COORD-ENG	1.0
ADMINISTRATOR II	1.0
ASSOCIATE DECISION SUPPORT ANALYST	1.0
BRANCH MANAGER-PROPERTY MANAGEMENT	1.0
BUYER II	1.0
CIVIL ENGINEER	6.0
CIVIL ENGINEER SENIOR	9.0
CIVIL ENGINEERING SPECIALIST	2.0
CIVIL ENGINEERING TECHNICIAN	9.0
CIVIL ENGINEERING TECHNICIAN I	1.0
CIVIL ENGINEERING TECHNICIAN SENIOR	2.0
CONSTRUCTION MANAGER	1.0
CONSTRUCTION & OPERATIONS MANAGER	1.0
CONTRACT SPECIALIST III	1.0
DATA MANAGEMENT ANALYST II	1.0
DECISION SUPPORT ANALYST I	1.0
DECISION SUPPORT ANALYST II	3.0
ENGINEERING DIVISION MANAGER	1.0
ENGINEERING DRAFTING SPECIALIST	1.0
ENGINEERING DRAFTING SPECIALIST II	2.0
ENGINEERING PLANNING MANAGER	4.0
ENVIRONMENTAL SERVICES PLANNER	2.0
EQUIPMENT OPERATOR	1.0
EQUIPMENT OPERATOR-SENIOR	10.0
FACILITIES PROJECT COORDINATOR II	1.0
FINANCIAL SERVICES ADMINISTRATOR II	1.0
FLOOD CONTROL DEPUTY CHIEF ENGINEER	1.0
FLOOD CONTROL DIRECTOR/CHIEF ENGINEER	1.0
HUMAN RESOURCES ANALYST	1.0
HUMAN RESOURCES ASSISTANT	1.0
HYDROLOGIST	10.0
HYDROLOGIST - SENIOR	4.5
HYDROLOGIST-WATER QUALITY	1.0
HYDROLOGY MANAGER	1.0
HYDROMET SUPERVISOR	1.0
INSTRUMENT TECHNICIAN	3.0
IT - GIS ANALYST	1.0
LAND MANAGEMENT MANAGER	1.0
LAND MANAGEMENT SPECIALST	2.0
LEAD SYSTEMS ADMINISTRATOR	1.0
MAINTENANCE TECHNICIAN	6.0
MANAGEMENT ANALYST III	1.0
MECHANIC II	1.0
PLANNER - GIS	1.0
PLANNER-FINANCIAL	1.0
PLANNER-LANDSCAPE ARCHITECT	1.0
PLANNER-SENIOR	2.0
PROJECT MANAGER	3.0
PROJECT MANAGER-PLANNING	3.0
PROPERTY MANAGEMENT SPECIALIST	1.0
PUBLIC WORKS CREW LEADER	9.0
PUBLIC WORKS GENERALIST	27.0

Flood Control District (Continued)

WORKING TITLE	FTE
PUBLIC WORKS INSPECTOR I	2.0
PUBLIC WORKS INSPECTOR III	5.0
PUBLIC WORKS LEAD	10.0
PUBLIC WORKS SUPERVISOR	3.0
REAL PROPERTY SUPPORT ANALYST	1.0
REAL PROPERTY TECHNICIAN	2.0
REVIEW APPRAISER	2.0
RIGHT OF WAY AGENT/RELOCATION	1.0
SENIOR DECISION SUPPORT ANALYST	2.0
SERVICE WORKER III	1.0
STORMWATER MANAGEMENT SPECIALIST	1.0
SYSTEMS ADMINISTRATOR II	2.0
UTILITY COORDINATOR	1.0
WEB AUTHOR	1.0
TOTAL	**221.5**

Library District



Mission

The mission of Maricopa County Library District (MCLD) is to provide access to a wealth of informational and recreational resources for people of all ages and backgrounds so that they may have the opportunity to expand their horizons through reading and learning.

Goals

- By June 2003, reduce annual turnover of regular status staff to 10% or less through targeted recruitment, appropriate placement of staff, improved reward and recognition systems, enhanced training, and market-based compensation (as verified on an annual basis).
- By 2003, MCLD will evaluate available library automation systems and select the system that most effectively meets patron and staff needs. By 2005, MCLD will implement the selected library automation system.
- By January 2003, design and implement an accurate, responsive 24/7 electronic reference service.
- By April 2002, we will conduct customer surveys to determine the best way to organize our collections in each branch.
- By January 2003, we will develop and implement a comprehensive and on-going marketing and public relations campaign that provides current and in-coming residents with information about our services, and presents MCLD locations as inviting places to visit, work, and/or volunteer.

Issues

- Our ability to afford, become proficient with, and provide current technology in its ever-changing formats will challenge both our existence and continuing relevance to our customers in the next two to five years.
- Changing demographics and increasing public exposure to, and use of, technology challenges our ability to respond effectively and efficiently with relevant services in the next two to five years.
- Rapid growth, increasing costs of technology and books/materials, as well as the need for talented staff will require that MCLD pursue strong political support that provides appropriate facilities and funds in the next two to five years.
- The short availability of talent, employee (dis)-satisfaction and MCLD's capacity to support staff with appropriate pay and professional development will challenge our ability to attract and retain world-class staff in the next two to five years.

Library District (Continued)

- Our competition's offering of like and value-added services challenges us to continually assess and upgrade our skills, collections, and technology so that we may thrive.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
LIBRARY DISTRICT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
STAFF SUPPORT SERVICES	$ 1,483,090	$ 2,273,446	$ 28,000	$ 3,784,536	$ -
PUBLIC LIBRARY SERVICE	2,060,423	1,641,566	87,600	3,789,589	20,297
RESOURCE MANAGEMENT	2,077,639	1,923,846	-	4,001,485	20,297
ADMINISTRATIVE SERVICES PROGRA	269,822	56,790	-	326,612	-
INFORMATION TECHNOLOGY PROGRAM	346,206	133,983	155,000	635,189	-
UNALLOCATED/INDIRECT COSTS	40,332	(1,077,200)	1,102,200	65,332	11,034,375
Total	$ 6,277,512	$ 4,952,431	$ 1,372,800	$ 12,602,743	$ 11,074,969

Key Performance Measures

Program Name: Administrative and Staff Support Services

Program Purpose: The purpose of the Administrative and Staff Support Services program is to provide leadership, resources and support to MCLD staff, so that they may contribute fully as a member of the MCLD team in order to do their jobs effectively.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of staff who say they work effectively as a team to better serve our customers	0	0	97	95

Program Name: Public Library Service

Program Purpose: The purpose of the Public Library Service program is to provide resources, activities and skilled assistance to our customers, so that their needs, interests and goals are met.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customers who report that the collection met their needs	0	0	78	75

Library District (Continued)

Program Name: Resource Management

Program Purpose: The purpose of the Resource Management program is to provide materials management, technological support and problem-solving for MCLD customers and staff, so that materials and technological tools are available to meet their needs.

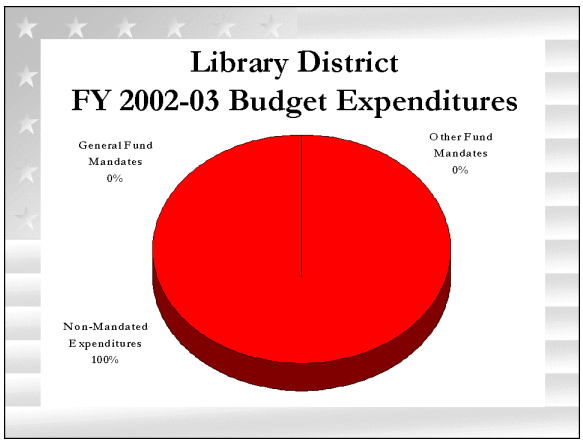
Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent of customers who say they can find items in a timely manner	0	0	90	90

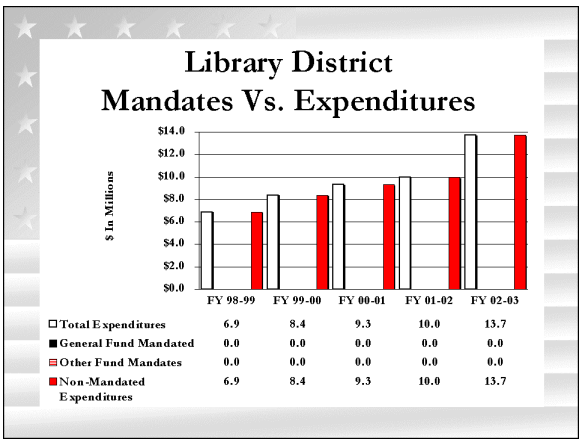
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 6,893,993		$ 6,893,993
FY 1999-00 Actuals	$ 8,412,599		$ 8,412,599
FY 2000-01 Actuals	$ 9,277,831		$ 9,277,831
FY 2001-02 Estimate	$ 10,006,989		$ 10,006,989
FY 2002-03 Adopted Budget	$ 12,602,743	$ 1,102,200	$ 13,704,943

Total Non-Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 6,893,993		$ 6,893,993
FY 1999-00 Actuals	$ 8,412,599		$ 8,412,599
FY 2000-01 Actuals	$ 9,277,831		$ 9,277,831
FY 2001-02 Estimate	$ 10,006,989		$ 10,006,989
FY 2002-03 Adopted Budget	$ 12,602,743	$ 1,102,200	$ 13,704,943

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Library District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
650 LIBRARY DISTRICT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	6,277,512	6,054,631	270,600	12,602,743	11,074,969
CAPITAL PROJECTS	-	-	1,102,200	1,102,200	1,102,200
SUB-TOTAL	$ 6,277,512	$ 6,054,631	$ 1,372,800	$ 13,704,943	$ 12,177,169
ELIMINATIONS	-	(1,102,200)	-	(1,102,200)	(1,102,200)
TOTAL FUNDS	$ 6,277,512	$ 4,952,431	$ 1,372,800	$ 12,602,743	$ 11,074,969

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

650 LIBRARY DISTRICT

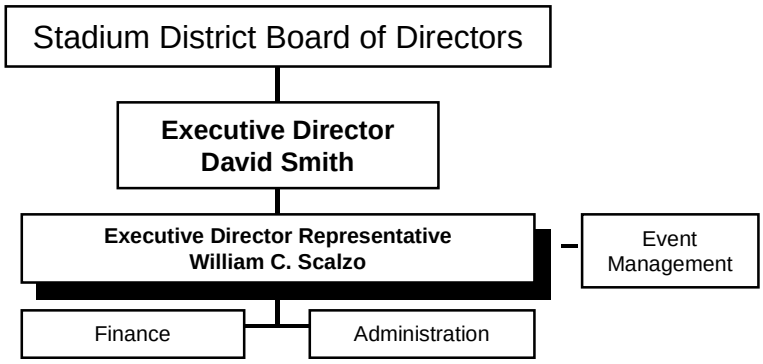
	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ 8,661,896	$ 9,646,430	$ 9,646,430	$ 9,646,430	$ 9,693,575	$ 10,296,417	$ 649,987	7%
615 GRANTS	88,383	109,823	198,378	191,255	25,000	25,000	(173,378)	-87%
620 OTHER INTERGOVERNMENTAL	923	337,413	74,500	62,500	12,000	12,000	(62,500)	-84%
621 PAYMENTS IN LIEU OF TAXES	201,714	193,214	193,214	193,214	192,519	189,085	(4,129)	-2%
635 OTHER CHARGES FOR SERVICES	8,168	227,188	227,188	-	-	-	(227,188)	-100%
637 FINES & FORFEITS	220,072	-	-	230,499	260,000	260,000	260,000	
645 INTEREST EARNINGS	-	225,000	225,000	225,000	216,000	216,000	(9,000)	-4%
650 MISCELLANEOUS REVENUE	567,841	25,000	39,415	84,231	64,251	76,467	37,052	94%
Total Revenue	$ 9,748,997	$ 10,764,068	$ 10,604,125	$ 10,633,129	$ 10,463,345	$ 11,074,969	$ 470,844	4%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,447,702	$ 3,986,002	$ 4,200,998	$ 3,959,254	$ 4,553,513	$ 4,578,793	$ (377,795)	-9%
705 TEMPORARY PAY	279,100	410,106	473,903	491,394	586,574	536,258	(62,355)	-13%
710 OVERTIME	18,258	-	-	558	-	-	-	
750 FRINGE BENEFITS	735,410	929,335	973,820	901,149	1,159,487	1,155,640	(181,820)	-19%
790 OTHER PERSONNEL SERVICES	-	9,001	7,200	6,930	9,003	6,821	379	5%
796 PERSONNEL SERVICES ALLOC IN	27,239	313,413	-	-	-	-	-	
SubTotal	$ 4,507,709	$ 5,647,857	$ 5,655,921	$ 5,359,285	$ 6,308,577	$ 6,277,512	$ (621,591)	-11%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 183,663	$ 1,790,644	$ 1,894,825	$ 1,888,228	$ 2,079,642	2,079,642	(184,817)	-10%
803 FUEL	6,364	7,500	7,500	7,450	7,350	7,245	255	3%
804 NON-CAPITAL EQUIPMENT	110,975	33,000	126,011	128,000	36,717	36,717	89,294	71%
812 OTHER SERVICES	1,805,368	341,325	288,528	262,550	333,775	374,842	(86,314)	-30%
820 RENT & OPERATING LEASES	162,269	137,010	136,010	120,000	128,008	128,008	8,002	6%
825 REPAIRS AND MAINTENANCE	40,490	100,500	89,400	75,000	109,930	89,404	(4)	0%
830 INTERGOVERNMENTAL PAYMENTS	693,560	835,000	735,000	775,400	852,940	852,940	(117,940)	-16%
839 INTERNAL SERVICE CHARGES	399,407	386,801	438,636	403,263	437,368	436,666	1,970	0%
842 TRAVEL & EDUCATION	74,261	105,442	92,000	70,000	87,945	73,000	19,000	21%
843 POSTAGE/FREIGHT/SHIPPING	1,797	93,000	149,000	122,500	123,000	100,000	49,000	33%
850 UTILITIES	158,951	181,800	181,800	160,000	179,201	179,201	2,599	1%
880 TRANSFERS OUT	632,492	587,133	587,133	587,133	635,832	594,766	(7,633)	-1%
SubTotal	$ 4,269,597	$ 4,599,155	$ 4,725,843	$ 4,599,524	$ 5,011,708	$ 4,952,431	$ (226,588)	-5%
CAPITAL OUTLAY								
910 LAND	$ -	$ -	$ -	$ -	$ 497,500	$ 497,500	$ (497,500)	
915 BUILDINGS AND IMPROVEMENTS	419,506	-	-	-	604,700	604,700	(604,700)	
920 CAPITAL EQUIPMENT	38,298	-	189,000	-	-	-	189,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	42,721	172,600	172,600	-	22,600	22,600	150,000	87%
950 DEBT SERVICE	-	76,667	76,667	48,180	248,000	248,000	(171,333)	-223%
SubTotal	$ 500,525	$ 249,267	$ 438,267	$ 48,180	$ 1,372,800	$ 1,372,800	$ (934,533)	-213%
Total Expenditures	$ 9,277,831	$ 10,496,279	$ 10,820,031	$ 10,006,989	$ 12,693,085	$ 12,602,743	$ (1,782,712)	-16%
Operating Balance (Rev. - Exp.)	$ 471,166	$ 267,789	$ (215,906)	$ 626,140	$ (2,229,740)	$ (1,527,774)	$ (1,311,868)	-608%

Library District (Continued)

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED 650 LIBRARY DISTRICT WORKING TITLE	FTE
ACCOUNTANT	1.0
ADMIN ASST TO REG. COORD	2.0
ADULT SERVICES COORDINATOR	1.0
ADULT SERVICES SUPERVISOR	2.0
A/P & F/A ACCOUNTING CLERK	1.0
BRANCH LIBRARIAN	2.0
BRANCH MANAGER	6.0
CIRCULATION SUPERVISOR	3.0
DEVEOPMENT & MARKETING COORDINATOR	1.0
DRIVER/VEHICLE TECHNICIAN	1.0
EXECUTIVE ASSISTANT	1.0
FACILITIES ASSISTANT	1.0
FINANCIAL ADMINISTRATOR	1.0
HUMAN RESOURCES ANALYST	1.0
HUMAN RESOURCES ASSISTANT	1.0
LAN OPERATIONS SUPERVISOR	1.0
LAN/TECHNOLOGY OFFICER	1.0
LIBRARIAN	30.0
LIBRARIAN MANAGER	1.0
LIBRARY ASSISTANT	39.0
LIBRARY DIRECTOR	1.0
LIBRARY PAGE	1.5
LIBRARY PARAPROFESSIONAL	11.0
LIBRARY SYSTEMS COMPUTER TECHNICIAN	4.0
MATERIALS ACQUISITION SPECIALIST	1.0
MATERIALS CATALOGUER	1.0
MATERIALS DEVELOPMENT COORDINATOR	1.0
MATERIALS PROCESSOR	1.0
OFFICE MANAGER	1.0
ORGANIZATIONAL DEVELOPMENT & TRAINING COORDINATOR	1.0
OUTREACH SUPERVISOR/NW REGIONAL COORDINATOR	1.0
PAYROLL & CASH RECEIPT COORDINATOR	1.0
PROJECT & FACILITIES ASSISTANT	1.0
PROJECT & FACILITIES COORDINATOR	1.0
REGIONAL LIBRARY COORDINATOR	3.0
SENIOR LIBRARIAN	1.0
TRAINING ASSISTANT	1.0
WEB ADMINISTRATOR	1.0
YOUTH SERVICES COORDINATOR	1.0
YOUTH SERVICES SUPERVISOR	4.0
TOTAL	**135.5**

Stadium District



Mission

The mission of the Maricopa County Stadium District is to provide fiscal resources for Cactus League Facilities and asset management of BankOne Ballpark for the community and visitors to Maricopa County so they can attend Cactus League spring training, Major League Baseball games, and other entertainment events in state-of-the-art, well maintained facilities.

Goals

- The District will increase financial reserves beginning in FY 2003 by $2M per year for new Cactus League facilities and existing facility renovation.
- The District will increase revenue from the use of BankOne Ballpark for non-baseball activities by 10% per fiscal year.
- The District will reduce staff turnover to less than 25% per year and increase staff's operational and historical knowledge.
- The District will increase County Employee and Public participation by 5% in programs and events offered by the Stadium District.
- To ensure the future financial stability of the Stadium District and BankOne Ballpark, the District will increase entrepreneurial revenue by one new source per year.

Issues

- Increased usage of Bank One Ballpark will result in increased revenue to the District.
- Turnover rate of staff could result in lack of historical knowledge and lessen the effectiveness of operations.
- A lack of surcharge revenue will prevent new teams from joining the Cactus League and future renovations of existing facilities.
- Restructuring the District could result in lack of oversight of a County asset and lack of protection of the taxpayers' interest.
- If the Team ownership was changed, or severe financial constraints occurred, the District could have potential loss of revenue and may need to renegotiate key contracts.

Stadium District (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2002-03 ADOPTED
STADIUM DISTRICT
TOTAL FUNDS

Program Activity	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ENTERTAINMENT MANAGEMENT	$ 19,065	$ 229,406	$ -	$ 248,471	$ 445,577
FINANCIAL MANAGEMENT	63,879	1,882,014	1,575,437	3,521,330	6,739,142
INFORMATION MANAGEMENT	14,828	35,103	-	49,931	-
ADMINISTRATIVE SERVICES PROGRA	80,496	115,076	-	195,572	-
UNALLOCATED/INDIRECT COSTS	561,730	(1,523,874)	4,040,094	3,077,950	3,876,782
Total	$ 739,998	$ 737,725	$ 5,615,531	$ 7,093,254	$ 11,061,501

Key Performance Measures

Program Name: Entertainment Management

Program Purpose: The purpose of the Entertainment Management Program is to provide ticketing and entertainment event services to the Maricopa County community and visitors so they can attend baseball and other entertainment events.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent increase in revenue	7	22	55.06	10
Percent increase in discount tickets sold	277	-17	-57.51	5

Program Name: Financial Management

Program Purpose: The purpose of the Financial Management Program is to provide fiscal resources and asset management of Cactus League and BankOne Ballpark to the Board of Directors of the Stadium District, the community, and to its visitors, in order to ensure sound fiscal management of publicly owned facilities.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent increase in revenue	7	-3	6.63	5
Percent of satisfied customers	N/A	96	N/A	96

Program Name: Information Management

Program Purpose: The purpose of the Information Management Program is to provide information and related services to the public in order to increase their awareness of the Stadium District and fulfill public information requests.

Key Results:	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY 03 Projected
Percent requests filled in 5 business days or less	100	100	100	100

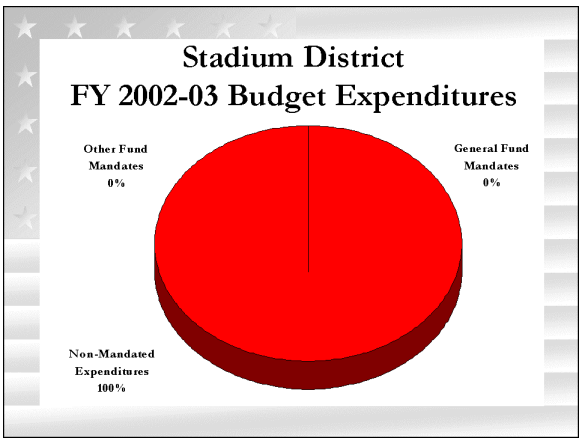
Stadium District (Continued)

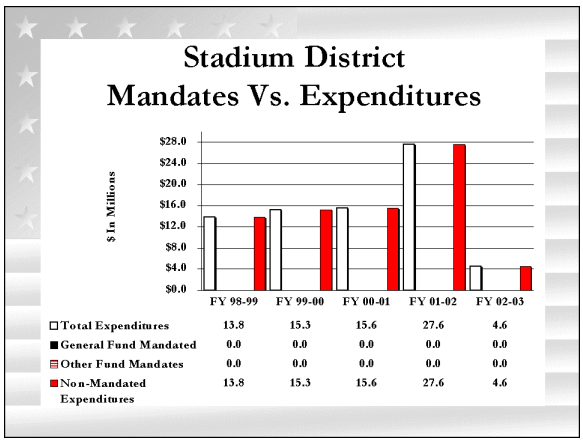
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 13,791,563	$ -	$ 13,791,563
FY 1999-00 Actuals	$ 8,547,130	$ 6,788,947	$ 15,336,077
FY 2000-01 Actuals	$ 8,063,782	$ 1,429,825	$ 9,493,607
FY 2001-02 Estimate	$ 14,402,022	$ 13,190,512	$ 27,592,534
FY 2002-03 Adopted Budget	$ 3,574,178	$ 1,003,000	$ 4,577,178

Total Non-Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1998-99 Actuals	$ 13,791,563	$ -	$ 13,791,563
FY 1999-00 Actuals	$ 8,547,130	$ 6,788,947	$ 15,336,077
FY 2000-01 Actuals	$ 8,063,782	$ 1,429,825	$ 9,493,607
FY 2001-02 Estimate	$ 14,402,022	$ 13,190,512	$ 27,592,534
FY 2002-03 Adopted Budget	$ 3,574,178	$ 1,003,000	$ 4,577,178

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.





Stadium District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2002-03 ADOPTED
680 STADIUM DISTRICT

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	732,066	2,258,743	583,369	3,574,178	4,450,701
DEBT SERVICE	-	200,000	4,040,094	4,240,094	5,600,800
CAPITAL PROJECTS	7,932	3,000	992,068	1,003,000	2,734,018
SUB-TOTAL	$ 739,998	$ 2,461,743	$ 5,615,531	$ 8,817,272	$ 12,785,519
ELIMINATIONS	-	(1,724,018)	-	(1,724,018)	(1,724,018)
TOTAL FUNDS	$ 739,998	$ 737,725	$ 5,615,531	$ 7,093,254	$ 11,061,501

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT

680 STADIUM DISTRICT

	FY 2000-01 Actual	FY 2001-02 Adopted	FY 2001-02 Revised	FY 2001-02 Proj. Act	FY 2002-03 Requested	FY 2002-03 Adopted	Adopted vs Revised Variance	%
REVENUE								
606 SALES TAXES	5,927,097	5,730,000	5,730,000	5,605,118	5,500,800	-	(5,730,000)	-100%
625 STATE SHARED SALES TAX	(11,654)	-	-	-	-	-	-	
645 INTEREST EARNINGS	-	842,000	842,000	661,659	500,500	400,500	(441,500)	-52%
650 MISCELLANEOUS REVENUE	5,582,490	5,639,091	12,112,591	11,291,802	5,060,201	5,060,201	(7,052,390)	-58%
680 TRANSFERS IN	6,130,976	-	-	-	-	-	-	
Total Revenue	$ 17,628,910	$ 12,211,091	$ 18,684,591	$ 17,558,579	$ 11,061,501	$ 5,460,701	$ (13,223,890)	-71%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 124,391	$ 171,606	$ 171,602	$ 153,530	$ 173,077	$ 173,077	$ (1,475)	-1%
710 OVERTIME	6,258	-	-	-	-	-	-	
750 FRINGE BENEFITS	28,534	34,034	34,038	31,213	38,886	38,886	(4,848)	-14%
795 PERSONNEL SERVICES ALLOC OUT	(26,027)	(77,344)	(77,344)	(50,525)	(71,112)	(71,112)	(6,232)	-8%
796 PERSONNEL SERVICES ALLOC IN	199,360	131,067	431,068	599,931	599,147	599,147	(168,079)	-39%
SubTotal	$ 332,516	$ 259,363	$ 559,364	$ 734,149	$ 739,998	$ 739,998	$ (180,634)	-32%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 3,126	$ 3,388	$ 10,000	$ 9,239	$ 10,000	10,000	-	0%
804 NON-CAPITAL EQUIPMENT	-	2,000	2,000	-	2,000	2,000	-	0%
810 LEGAL SERVICES	24,475	70,000	70,000	61,621	70,000	70,000	-	0%
812 OTHER SERVICES	595,032	608,186	583,632	539,256	547,578	547,587	36,045	6%
820 RENT & OPERATING LEASES	3,042	3,500	3,238	2,182	2,819	2,819	419	13%
825 REPAIRS AND MAINTENANCE	427	5,160	5,160	3,427	5,160	5,160	-	0%
839 INTERNAL SERVICE CHARGES	45,417	56,174	54,408	54,250	58,387	58,387	(3,979)	-7%
842 TRAVEL & EDUCATION	1,364	9,400	9,400	7,334	9,400	9,400	-	0%
843 POSTAGE/FREIGHT/SHIPPING	-	610	580	423	650	650	(70)	-12%
850 UTILITIES	614	400	400	478	600	600	(200)	-50%
880 TRANSFERS OUT	6,169,681	35,110	35,110	35,110	31,131	(168,878)	203,988	581%
SubTotal	$ 6,843,178	$ 793,928	$ 773,928	$ 713,320	$ 737,725	$ 537,725	$ 236,203	31%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	1,192,325	1,996,465	7,992,954	7,186,349	1,007,068	1,007,068	6,985,886	87%
950 DEBT SERVICE	7,256,564	7,242,701	13,242,701	12,358,715	6,035,267	568,369	12,674,332	96%
SubTotal	$ 8,448,889	$ 9,239,166	$ 21,235,655	$ 19,545,064	$ 7,042,335	$ 1,575,437	$ 19,660,218	93%
Total Expenditures	$ 15,624,583	$ 10,292,457	$ 22,568,947	$ 20,992,533	$ 8,520,058	$ 2,853,160	$ 19,715,787	87%
Operating Balance (Rev. - Exp.)	$ 2,004,327	$ 1,918,634	$ (3,884,356)	$ (3,433,954)	$ 2,541,443	$ 2,607,541	$ 6,491,897	167%

Position Distribution

POSITION DISTRIBUTION - FY 2002-03 ADOPTED
680 STADIUM DISTRICT

WORKING TITLE	FTE
ACCOUNTANT	1.0
ADMINISTRATIVE ASSISTANT III	1.0
ADMINISTRATIVE MANAGER	1.0
CHIEF FINANCIAL OFFICER	1.0
TOTAL	**4.0**

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Attachments

Maricopa County's Mission Statement

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Maricopa County's Vision Statement

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Maricopa County's Strategic Priorities

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Budgeting for Results Policy Guidelines

Introduction

The purpose of this policy is to set forth the guidelines for developing budgets for Maricopa County, as well as the Flood Control, Library, and Stadium Districts. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels.

Definitions

Budgeting for Results: A process in which budgetary decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the structure of Departments' Strategic Plans.

Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding.

Policy Guidelines

General Guidelines for Budget Development:

The budget will be based on conservative revenue estimates and will be structurally balanced. The budget will be formulated in accordance with the Reserve and Tax Reduction Policy Guidelines.

In accordance with the Board of Supervisors/Board of Directors' Managing for Results Policy, Budgeting for Results is part of an overall management system that integrates planning, budgeting, reporting, evaluating and decision-making that is focused on achieving results and fulfilling public accountability. Departments/Special Districts are required to participate in the strategic planning process, and their plans and performance measures, along with strategic direction from the Board of Supervisors/Board of Directors, will be the primary basis for funding decisions.

The Office of Management and Budget will analyze all base budgets to identify possible reductions, and will analyze all results initiative requests in detail, with particular focus on their impact on results.

Directors and Program Managers will critically review new, unfunded or under-funded program mandates from the State and Federal governments in order to determine the fiscal impact to the County and to identify funding solutions.

All positions will be fully funded in the budget or designated for elimination in accordance with the Funded Position Policy.

Wherever possible, grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues. Grant and other special revenue budgets will be developed in accordance with the Policy for Administering Grants and the Indirect Cost Policy for Grant Programs. Matching funds will be budgeted only to the extent required by law or by contracts and agreements specifically approved by the Board of Supervisors/Board of Directors.

Budgeting for Results Policy Guidelines (Continued)

Wherever possible, the annual budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues based on confirmed analytical review of need. Vehicle replacement will conform to the Policy for Vehicle Replacement.

Revenue:

Existing grant agreements or grant applications must support budget requests for grants.

Where appropriate, services and programs will be supported by user fees. User fees will recover the County's full direct and indirect costs, unless market considerations dictate otherwise. All user fees will be reviewed annually in conjunction with the budget development process. Because expenditures supported by user fees are generally subject to the Constitutional expenditure limitation, such expenditures must be carefully reviewed, and user fee rates should be reduced if they can no longer be justified by actual expenditures.

Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.

All Departments/Special Districts, including elected officials and the Judicial Branch, will report to the Board of Supervisors/Board of Directors via the Office of Management and Budget all non-appropriated funding sources available to support their operations and programs, either directly or indirectly. When investigatory or security issues are of concern, such issues will be addressed on an individual basis.

Expenditures:

Departments/Special Districts shall submit base expenditure requests within the budget target provided by the Office of Management and Budget. The Office of Management and Budget will develop targets for each fund budgeted by a Department/Special District according to its current budget, with adjustments as directed by the Board of Supervisors/Board of Directors.

Requests for funding above base level must be submitted as Results Initiatives Requests, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for “Planning for Results” under the Managing for Results Policy (B6001). Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative’s success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the board of supervisors/board of directors.

In order to promote consistent and realistic budgeting of personnel, all personal service budgets shall include a reasonable allowance for personnel savings due to natural staff turnover. The rate of personnel savings should be budgeted based on past experience. Budgeted personnel savings may be budgeted conservatively for smaller departments that are subject to greater variations in staff turnover.

No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors/Board of Directors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

Budgeting for Results Policy Guidelines (Continued)

Major Maintenance projects and Vehicle Replacement for General Fund Departments will be budgeted in General Government. All non-General Fund Departments will fund their own Major Maintenance projects and Vehicle Replacement.

Budget Process:

All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests.

All Appointed, Elected, and Judicial Branch Departments/Special Districts will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.

Department/Special District financial reporting structures will be established by the Financial Reporting Review Committee and must be finalized prior to budget submission.

All budget requests will be submitted at a detailed level by department, fund, organization unit, Program/Activity, object/revenue source, and month. Departments/Special Districts will prepare their budget requests in the budget preparation system provided by the Office of Management and Budget, and will follow all system instructions.

The Deputy County Administrator (DCA) will negotiate budget recommendations with Elected Officials and Judicial Branch departments. If agreement cannot be reached with the DCA, the Presiding Judge and elected officials may first continue negotiation directly with the County Administrative Officer or, if agreement still cannot be reached, with the Board of Supervisors.

Capital Improvement Projects:

Upon recommendation of the Facilities Review Committee and identification of available funding, the Office of Management and Budget will recommend a five-year Capital Improvement Program to Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.

The Board of Supervisors/Board of Directors may allocate carry-over fund balances to one-time capital items in accordance with the Reserve and Tax Reduction Policy.

When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.

Capital improvement program budgets may include a contingency budget reserve to fund project overages of up to 10% or $1,000,000, whichever is less.

Internal Charges and Indirect Cost Allocations:

Internal service departments and County Counsel will develop estimates of base and discretionary charges for each Department/Special District they serve according to instructions and schedules provided by OMB. All estimates will be reviewed by the user departments, OMB and Finance.

All internal charges will be based strictly on recovery of actual costs for providing services or sharing use of equipment or facilities; charges between Departments/Special Districts that are based on “market rates” and exceed actual costs are prohibited. Allocation of costs between funds for shared use of buildings or equipment will be determined consistent with the Central Service Cost Allocation plan prepared by the Department of Finance.

Budgeting for Results Policy Guidelines (Continued)

Base-level or non-discretionary internal services will be charged at the fund level. General Fund department charges will be budgeted in, and paid from, General Government. Discretionary internal service charges are the responsibility of the requesting Department/Special District.

The Department of Finance will assess Central Service Cost Allocation charges from all non-General Fund agencies except grants based on a full-cost allocation methodology. The Department of Finance will provide departments that administer grants with an indirect cost rate established according to the methodology allowable by the grantor.

Funding for the Self-Insurance Trust Fund will be assessed from all funds as a base-level charge based on a funding plan developed by the Risk Management Department. The funding plan will provide for an ending cash balance equal to the projected paid losses and claims-related expenses for the upcoming fiscal year.

Use of the Jail Excise Tax:

The Jail Excise Tax, authorized by A.R.S. §42-6109 and approved by the voters of Maricopa County in November 1998, is a non-recurring revenue source. Consistent with Maricopa County's budgetary and fiscal policies and the need to maintain a structurally balanced budget, it is the intent of the Board of Supervisors, whenever possible, to fund all recurring operating expenditures, including alternative jail population reduction programs, from recurring revenue sources.

Operating costs for existing jail and juvenile detention facilities will be held to a minimum, and, if possible, will not exceed the required Maintenance of Effort allocation to the Jail Tax Fund from the General Fund, as required by A.R.S. §42-6109.

Operating costs for new jail and juvenile detention facilities will be supported by allocations from the General Fund to the Jail Tax Fund above and beyond the required Maintenance of Effort whenever possible.

Funding for the integrated criminal justice information system project will be set at an appropriate level based on demonstrated benefits that justify the investment.

Information Technology budget requests will be considered for funding from Jail Excise Tax proceeds under the following circumstances:

- The request is directly related to operation of current and new jail and juvenile detention facilities.
- The request is part of, or is necessary for full implementation of, the integrated criminal justice information system project, as described in the referendum documentation.
- If funds are available once the Master Plan has been provided for, jail excise tax funds could be considered for information technology requests that increase the efficiency of various components of the criminal justice system, so long as the project meets one of the authorized uses in A.R.S. §42-6109. These include
    - Developing regional centers for courts not of record.
    - Implementing differentiated case management for criminal cases in superior court.
    - Consolidating criminal divisions of the superior court in the county to a common location.
    - Expanding pretrial release supervision.
    - Implementing electronic monitoring of pre-adjudicated defendants.
    - Enhancing substance abuse evaluation and programming.
    - Increasing drug court admissions to include pre-adjudicated defendants and expanding drug court jurisdiction.
    - Using community based juvenile detention and post-adjudication programs.

Budget Priorities - Maricopa County

(Approved by the Board of Supervisors January 14, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Supervisors to the Office of Management and Budget and all departments so that structurally balanced budgets are developed for FY 2002-03.

Base Budget Targets

Budgets for all departments and funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust baseline budget targets for the annualized cost of FY 2001-02 approved Results Initiative Requests, mid-year appropriation adjustments, and any other items approved by the Board of Supervisors that have a budget impact in future years.

Base Reductions

In order to maintain a structurally balanced budget, the Office of Management and Budget is directed to pursue and recommend in base budget reductions in departments and offices.

Requests for Additional Funding (Results Initiative Requests)

Little or no funding will be available for Results Initiative Requests. The Office of Management and Budget will only review critical and emergency Results Initiative Requests. In order for critical or emergency requests to be considered, department staff must meet in advance with the Office of Management and Budget and provide supporting documentation as instructed. Departments must also present their critical and emergency requests at a Board study session in February.

Property Tax Levies and Rates

The County budget will be structurally balanced while maintaining Primary and Debt Service property tax rates which, when combined with the estimated tax rates for the Flood Control District and Library District, are less than or equal to the FY 2001-02 level of $1.5448 per $100 of net assessed value. The County Debt Service levy will be estimated at an amount sufficient to support scheduled debt service payments.

Budget Priorities - Flood Control District

(Approved by the Board of Directors January 14, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and the department so that structurally a balanced budget is developed for FY 2002-03.

Base Budget Targets

Budgets for all funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust baseline budget targets for the annualized cost of FY 2001-02 approved Results Initiative Requests, mid-year appropriation adjustments, and any other items approved by the Board of Directors that have a budget impact in future years.

Base Reductions

In order to maintain a structurally balanced budget, the Office of Management and Budget is directed to pursue and recommend base budget reductions.

Requests for Additional Funding (Results Initiative Requests)

Little or no funding will be available for Results Initiative Requests. The Office of Management and Budget will only review critical and emergency Results Initiative Requests. In order for critical or emergency requests to be considered, department staff must meet in advance with the Office of Management and Budget and provide supporting documentation as instructed. Departments must also present their critical and emergency requests at a Board study session in February.

Property Tax Levies and Rates

The Flood Control District levy will be maintained at a level not to exceed $45 million.

Budget Priorities - Library District

(Approved by the Board of Directors January 14, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and the department so that structurally a balanced budget is developed for FY 2002-03.

Base Budget Targets

Budgets for all funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust baseline budget targets for the annualized cost of FY 2001-02 approved Results Initiative Requests, mid-year appropriation adjustments, and any other items approved by the Board of Directors that have a budget impact in future years.

Base Reductions

In order to maintain a structurally balanced budget, the Office of Management and Budget is directed to pursue and recommend base budget reductions.

Requests for Additional Funding (Results Initiative Requests)

Little or no funding will be available for Results Initiative Requests. The Office of Management and Budget will only review critical and emergency Results Initiative Requests. In order for critical or emergency requests to be considered, department staff must meet in advance with the Office of Management and Budget and provide supporting documentation as instructed. Departments must also present their critical and emergency requests at a Board study session in February.

Property Tax Levies and Rates

The Library District tax rate will be less than or equal to the FY 2001-02 rate of $.0421 per $100.

Budget Priorities - Stadium District

(Approved by the Board of Directors January 14, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and the department so that structurally a balanced budget is developed for FY 2002-03.

Base Budget Targets

Budgets for all funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust baseline budget targets for the annualized cost of FY 2001-02 approved Results Initiative Requests, mid-year appropriation adjustments, and any other items approved by the Board of Directors that have a budget impact in future years.

Base Reductions

In order to maintain a structurally balanced budget, the Office of Management and Budget is directed to pursue and recommend base budget reductions.

Requests for Additional Funding (Results Initiative Requests)

Little or no funding will be available for Results Initiative Requests. The Office of Management and Budget will only review critical and emergency Results Initiative Requests. In order for critical or emergency requests to be considered, department staff must meet in advance with the Office of Management and Budget and provide supporting documentation as instructed. Departments must also present their critical and emergency requests at a Board study session in February.

Budget Calendar

2002

January 14	BOS adoption of FY 2002-03 Budgeting For Results Policy Guidelines & Board Priorities
January 18	Budget Targets distributed to departments
January 22 – February 15	Emergency/Critical Results Initiative Request Meetings (if necessary) OMB reviews Appoint Department Budgets/negotiates with Elected/Courts
January 24	Facilities Review Committee meeting w/ Public Works on CIP Budget Development
February 19	Board Policy Meeting on CIP Priorities
February 25	Budget Preparation System Training (PAS and Org Changes)
February 28	Board Study Session to review and discuss emergency RIRs
March 4	Budget Preparation System Available to Departments
March 11 – 18	Budgets Allocated by PAS due from departments
March 18	Elected Official/Judicial Branch Budget Presentations to BOS
March 18 – May 24	OMB Consolidates and Finalizes budget recommendations
May 16	Board Study Session on CIP
June 17	CAO Presents FY 2002-03 Budget to Board of Supervisors
June 17	Board Adopts FY 2002-03 Tentative Budget
July 22	Final Adoption of FY 2002-03 Budget
August 19	Board of Supervisors sets Tax Rates

Budgeting for Results Accountability Policy

Introduction

According to A.R.S. §42-17106, the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. The purpose of the Budgeting for Results Accountability Policy is to provide Departments/Special Districts with flexibility in managing their allocated public resources to achieve program results, while upholding accountability for spending within legal appropriations.

Definitions

Appropriation: Authorization by the Board of Supervisors/Board of Directors to incur expenditures for a specific purpose, defined in Maricopa County as total expenditures by Department/Special District and fund; "budget items" as referenced in A.R.S. §42-17106.

Department: All County Departments, including Elected Official Offices, Court Departments, and Appointed Departments.

Detailed Budget: Budget allocation within an appropriation by month, organization unit, program/activity/service, object/source, and position.

Special District: All Maricopa County Special Districts, including the Flood Control District, Library District, and Stadium District.

Policy Guidelines

Budgets shall be appropriated and controlled by the Board of Supervisors/Board of Directors at the level of Department/Special District and fund and, where applicable, by capital improvement project.

Appropriation levels are not guaranteed from one fiscal year to the next. Each year, appropriation amounts for each Department/Special District and fund shall be recommended by OMB for approval by the Board of Supervisors/Board of Directors, based on detailed reviews of spending needs, priorities, expected results, and available funding.

Departments/Special Districts shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, organization unit, object/source and position according to instructions developed by the Office of Management and Budget. Beginning in FY 2002-03, detailed budgets will also be allocated to programs and activities. Detailed budgets shall exactly equal Board appropriations.

Appropriations shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval, with the exception of grants approved by the Board in the previous fiscal year and carried over into the new year. The Office of Management and Budget may approve appropriation adjustments for carried-over grants if the Board of Supervisors/Board of Directors previously appropriated the grant, and the Department of Finance certifies the carried-over grant balance.

The Board of Supervisors/Board of Directors must approve all changes in capital improvement project appropriations. All requests for project appropriations must be accompanied by a request for Board approval to amend the five-year capital improvement program, or by notification that an amendment is not required. Capital improvement project appropriations do not need to be adjusted so long as project overruns do not exceed 10% or $1,000,000, whichever is less (refer to item 12).

Budgeting for Results Accountability Policy (Continued)

In order to maximize results, Departments/Special Districts will have the flexibility to reallocate their detailed budgets for the remainder of the current fiscal year within appropriations approved by the Board of Supervisors/Board of Directors. Budgetary flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a Department/Special District requests an appropriation increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors shall determine whether the department will be controlled according to its detailed budget. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

All positions must be fully funded and budgeted in accordance with the Funded Positions Policy. In order to create new positions, departments/special districts must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.

Departments/Special Districts shall recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments/Special Districts shall verify funding for all purchase requisitions or other contracts or agreements.

Department/Special District expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a comprehensive monthly analysis of budget variances by Department/Special District and fund, and will investigate any negative year-to-date variances.

Any Departments/Special Districts for which the Department of Finance reports a negative year-to-date expenditure or revenue variance must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. The Office of Management and Budget and the Department of Finance will review and approve all corrective action plans, and report them to the Board once they are finalized.

If there is a significant risk that a Department/Special District will exceed its annual appropriation, the Board of Supervisors/Board of Directors may place restrictions on the ability of a Department/Special District to adjust its detailed budget, and may also control its expenditures according to the detailed budget.

Departments/Special Districts shall not exceed their expenditure appropriations. Departments/Special Districts shall be required to reduce expenditures to offset any revenue shortfall. Departments/Special Districts may expend up to 10% or $1,000,000 (whichever is less) over budget for a specific capital improvement project, so long as overall expenditures do not exceed the Department/Special District fund appropriation.

At the close of the fiscal year, the Department of Finance will prepare and submit to the Board of Supervisors/Board of Directors a comprehensive report of all audited actual expenditures relative to all Department/Special District appropriations. The report will include an explanation of each instance in which expenditures exceed appropriations by the Board of Supervisors/Board of Directors.

If a Department/Special District exceeds its annual expenditure appropriation, its expenditures will be reviewed by Internal Audit. Internal Audit will review the Department/Special District's expenditures, identify the causes of the overrun, and report its findings to the Board of Supervisors/Board of Directors.

A Department/Special District that exceeds its expenditure appropriation shall be appropriated and controlled according to the specific line-items in its detailed budget for the entire succeeding fiscal

Budgeting for Results Accountability Policy (Continued)

year, and any changes in the detailed budget shall require Board of Supervisors/Board of Directors approval.

The Board of Supervisors/Board of Directors may reduce a Department or Special District's appropriations for the subsequent fiscal year by an amount equal to the overrun in the previous fiscal year. In the event of such an overrun, the Office of Management and Budget will automatically submit an agenda item to the Board of Supervisors/Board of Directors to implement the budget reduction.

Funded Position Policy

Introduction

The purpose of the Funded Positions Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

Definitions

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fully Funded Position: An authorized position that is fully funded by the general revenues of the County, a special revenue source, or a grant.

Payroll Liability: The salaries, benefits, payoff of accrued vacations and compensatory time, and career center expenses that result from a reduction in force.

Under-funded Position: A position for which a County Department/Special District has 1% to 99% of the funding required to support it on an annualized basis

Unfunded Position: A position that is not funded.

New Position Establishment Policy Guidelines

In order to create a new position, County Departments/Special Districts must submit a request to the Office of Management and Budget (OMB) on an official form that includes the following information:

- Working title and description of the position or positions requested.
- The number of positions requested and FTE value(s) of the position(s) requested.
- A Brief description of the purpose of the new position(s), including relation to program/ activity/service, performance measures, key results, and strategic goals.
- The full cost of the requested position(s), including not only direct salaries and benefits, but also indirect costs such as uniform allowances, equipment, and mandated or essential training. The County Department/Special District will also indicate whether it has enough building space, or identify the costs and sources of funding for additional space if needed.
- The funding source of the position(s) and location in the current budget.
- A list of any positions to be deleted in conjunction with creating the new position, along with a description of any other budgetary reductions made to offset the cost of the new position(s).
- Justification of why budget savings, including savings from deleted positions, should be used to create new positions and not result in a budget reduction

The County Department/Special District director, elected official, or chief deputy to an elected official must sign all position requests.

Funded Position Policy (Continued)

Position requests must be sent to the Office of Management and Budget (OMB) for review. OMB will verify that the requested positions have been budgeted appropriately and that there is adequate funding to support the budget as a whole, including the requested position(s). OMB will not approve new positions unless their fully annualized cost can be supported within the County Department's/Special District's current appropriation, or if the Board of Supervisors/Directors has approved other funding. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors/Directors.

On approval by OMB, position requests from Elected or Judicial Branch departments will be forwarded to Compensation for review of job description and salary information. Requests from appointed County Departments/Special Districts will be forwarded to the Deputy County Administrator for final approval before they are forwarded to Compensation.

If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board of Supervisors/Directors. If the Board of Supervisors/Directors approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

Position Funding Policy Guidelines

Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or underfunded.

Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

County Departments/Special Districts with vacant underfunded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

- The position or positions' contribution to provision of service and results.
- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

Funded Position Policy (Continued)

If eliminating unfunded or under-funded positions results in a Reduction In Force, the process will be conducted in a uniform manner in accordance with procedures administered by the Human Resource Department. Any payroll liability costs will be funded from within the County Department's/Special District's current appropriation.

Managing for Results Policy

Purpose

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

Definitions

Managing for Results System: Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

Strategic Plan: A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide: This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency: This includes appointed departments, offices, elected departments, special districts and the judicial branch.

General Policy

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

General Requirements

Planning for Results

Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.

All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.

All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy #A1802.

Managing for Results Policy (Continued)

The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

Budgeting for Results

The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.

The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

Reporting Results

Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.

The Office of Management and Budget will prepare and distribute a summary of measures.

Evaluating Results

Internal Audit will review and report on strategic plans and performance measures.

Decision Making and Accountability

The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.

Management will consider performance information in making policy and program decisions.

Performance Management Process Policy

Purpose

This policy integrates the Performance Management Process with the Managing for Results system in Maricopa County. The Performance Management Process is a tool for managers, supervisors, and employees to align organizational, departmental, and personal goals and to provide a basis for measurement of employee performance. This policy supersedes any other policy or procedure related to performance management.

Process

The Performance Management Process is annually administered by each department through this four-step cycle:

Develop Performance Plan - Supervisors and employees shall collaborate in the development of an individualized annual Performance Plan that supports the overall department/division results. This written plan should clearly communicate performance expectations and behaviors. It should describe what results are expected and should establish how each employee's performance will be measured and tracked. The Performance Plan will include a Planning & Alignment Worksheet and an Employee Development Plan. Employees will document that they reviewed the performance factors that will be rated. They will also record the support they will need to accomplish the goals and expectations. These documents shall be filed in the official employee personnel file at Human Resources at the beginning of the cycle.

Monitor Performance - Each supervisor is strongly encouraged to meet with an employee at least every six months. Ideally, supervisors will meet with each employee on a quarterly basis to monitor the progress made on goals, development, and performance factors with a focus on achieving results. Performance data and measurements should be presented by both the supervisor and the employee for review and discussion. Expectations may be renegotiated to meet current circumstances. These meetings should be formally documented, signed by the supervisor and employee, and then placed in the employee's departmental personnel file.

Coach and Counsel - Each supervisor is encouraged to regularly coach an employee about progress or lack of progress on goals and work behavior. The purpose of coaching is to help the employee attain their performance results and promote ongoing communication. Coaching sessions are ongoing and can be formal or informal. Counseling is used by a supervisor to help an employee define and work through a problem or work habit that is negatively affecting work performance.

Evaluation - At the end of the performance cycle, a formal, written evaluation shall be conducted. The evaluation discussion shall include a follow-up on the Performance Plan, progress on the employee's development plan and a discussion of future goals as the new performance cycle begins immediately. The employee and supervisor will discuss Performance Results Ratings for the period and record the results on the Performance Management Evaluation form. This form must be submitted to Human Resources/Records. Each employee will be asked for comments and responses to questions about the process. If they disagree with their evaluation, they may request a higher review.

Performance Management Process Materials

Human Resources will provide standard forms for the Performance Management Evaluation and Performance Plan. These forms must be sent to Human Resources/Records as described in the Performance Management Process cycle. These forms are available electronically on the Electronic Business Center (EBC), from Human Resources, or your department's HR Liaison. Human Resources may occasionally approve the use of alternative formats for specific business reasons.

Ratings

A standard five-level scale will be provided for ratings on the Performance Results Ratings and Performance Factors. Performance results can fall into five possible ratings: Distinguished Performance; Consistently Exceeds Performance Expectations; Good Solid Performance; Partially Meets Performance Expectations; or Does Not Meet Expectations. Performance Factors will also be rated on a five-point scale. Some departments may need to use an alternative rating scale to fit their internal needs. However, in the final annual evaluation, all performance ratings must fit into the county standard as listed above and reported on the Performance Management Evaluation Report form.

Ratings should accurately reflect the employee's performance in relation to agreed-upon expectations set forth in the Performance Plan. Rating inflation should be avoided. All Performance Result Ratings, with the exception of Good Solid Performance, require a justification on the Performance Management Evaluation Report Form. If a Performance Result Rating indicates Does Not Meet Expectations, the evaluation must be accompanied by a corrective action plan and a monitoring schedule that the supervisor writes and discusses with the employee.

Organizational Roles In The Performance Management Process

Elected Officials, County Administrative Officer and Chief Officers will support this Performance Management Process by implementing it with their direct reports and then holding them accountable for completing the process throughout the organization. The management of the Performance Management Process should be a specific expectation and result in every supervisor's annual Performance Plan.

Department directors will direct the Performance Management Process to ensure alignment with Maricopa County and department's strategic and annual plans. They will hold middle managers and supervisors accountable for the annual implementation of this process by including this responsibility in the annual Performance Plan of their subordinates. They will be available to serve as the final step in a higher review of the evaluation as requested by an employee.

Supervisors and managers will drive this process in collaboration and cooperation with their direct reports. They shall meet with each employee to set up a Performance Management Plan and will regularly meet with each employee to monitor performance. Supervisors and managers are encouraged to meet at least quarterly to monitor performance and as needed to coach and counsel. Supervisors will complete the evaluation annually. The management of the Performance Management Process with their direct reports will be an expectation and result in their own Performance Management Plan. Managers shall be available to serve as the first step in a higher review of the evaluation for all their staff other than their direct reports and when requested by an employee.

Performance Management Process Policy (Continued)

Employees will actively participate in the Performance Management Process. In collaboration with their supervisor, they will be asked to develop an annual Performance Plan that is agreed on by both the supervisor and the employee. It will include a plan for development. Throughout the year, they will track their accomplishments that will provide a basis for regular discussion with their supervisor.

Human Resources will offer:

- Training for employees, supervisors and managers in the Employee Course Catalog and Management Institute.
- Consulting, as requested, with directors and managers on the use of tools and the process itself.
- Coaching for supervisors, as requested, during implementation of the process.
- Development and electronic distribution of standard forms.

Human Resources/Records will receive all performance plans and annual evaluations, record the dates completed into HRMS, and file them in the official employee personnel file at Human Resources.

Reserve and Tax Reduction Policy

Introduction

The purpose of this policy is to provide for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adherence to the policy will insure that Maricopa County maintains recurring revenue streams sufficient to support ongoing spending requirements. Adequate reserves will allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place.

Further, this policy sets budgetary and financial guidelines regarding the reduction of taxes. The Reserve and Tax Reduction Policy demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Definitions

Fund Balance: The difference between fund assets and fund liabilities.

Reserve Policy Guidelines

The Board of Supervisors will maintain reserve fund balances in the General Fund, and in other funds as appropriate. Reserves will be designated for elimination of cash flow borrowing in the General Fund and in other funds as necessary.

Unreserved beginning fund balances will be estimated and included in the annual budget; such expenditures will be designated in the budget as appropriated fund balance. Fund balances may be appropriated for the following specific uses:

- Acquisition of fixed assets.
- Retirement of outstanding debt.
- Fiscal stabilization by offsetting operating revenue shortfalls due to economic downturns, so long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.

As an alternative method of acquiring assets, estimated fund balances may be reserved for repayment of debt used to build or acquire capital improvements. This method of financing will set aside fund balances that will fully or partially cover the outstanding debt, while maintaining additional cash reserves. As a guideline, no less than 25% of the outstanding debt principal must be held in reserve, or the capital acquisition must result in operating savings, such as building leases, that offset the ongoing debt service expenditures. The Board may consider exemptions to this guideline if there is a strong business justification for doing so.

Proceeds from the sale of real property will be reserved for capital improvements or to repay debt used to finance capital improvements, so long as future liabilities associated with the property, including environmental clean-up, have been met.

Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined.

Reserve and Tax Reduction Policy (Continued)

Tax Reduction Policy Guidelines

Unless otherwise required by law, the Board of Supervisors/Board of Directors will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax rates at current or lower levels.

The Board of Supervisors/Board of Directors may reduce property tax rates under the following conditions:

- The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
- The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
- Fund balance reserves are sufficient to eliminate cash-flow borrowing and unexpected economic changes.
- Fund balances have been appropriated or reserved for repayment of outstanding debt.
- Necessary capital expenditures are appropriated from fund balance, or supported by debt that is backed by reserved fund balances.

Minimum Fund Balances for Cashflow Purposes

June 4, 2002

To: David Smith, County Administrative Officer
Sandi Wilson, Deputy County Administrative Officer
Chris Bradley, Budget Manager

Thru: Tom Manos, Chief Financial Officer

From: Andrew Huhn, Deputy Finance Director

Subject: Minimum Fund Balances for Cashflow Purposes

The purpose of this memo is to provide you the minimum fund balances needed for FY 2002-03 in the General Fund, Flood Control District and Library District funds to avoid short-term borrowing. These estimates are updated each year with the budget cycle.

General Fund – Needed Minimum Fund Balance: $93.1 million.

1) Below is a list of cash funds used to calculate the minimum fund balance requirements for the General Fund. If these cash balances are exhausted, a short-term borrowing instrument (Line of Credit, Tax Anticipation Note, Internal Borrowing Agreement) would be required.

   - General Fund
   - Equipment Services Fund (Internal Service Fund)
   - Reprographics (Internal Service Fund)
   - Telecommunications (Internal Service Fund)
   - Solid Waste (Enterprise Fund)

2) The Internal Services Funds listed above are included because they are an extension of General Fund responsible activity and represent available cash for county administrative operations. The Solid Waste Fund is included because it has a significant cash balance generated by the sale of the Northwest Regional Landfill in September 1996. These funds were set aside by the County to separately account for and fulfill the General Fund obligation to fund long-term (25 plus years) landfill post closure costs. Given this connection to General fund and that it is not anticipated that these post closure costs will ever require significant draws on that cash, the balance is available for the County's administrative/operational cashflow needs.

3) The General Fund's strongest financial position, due to property tax payments, occurs in November and May. Historically, the General Fund reaches its lowest fund balance position between September and October.

4) Given the General Fund's historic spending pattern and expected revenue and expenditure activity for the next fiscal year, it is anticipated that $93.1 million dollars should be set aside within the General Fund to avoid short-term borrowing.

Flood Control District – Needed Minimum Fund Balance: $7.8 million.

1. The Flood Control District only has one cash fund available to finance its operational expenditures.

2. It is primarily funded with property taxes and because of this, shares the same pattern of fiscal low and high points as the General Fund. However, one significant difference between Flood Control and the General Fund is that it has a fairly unpredictable spending pattern with regard to capital projects as well as when intergovernmental revenues are posted. For purposes of calculating the minimum fund balance, it is assumed that capital projects will at least be uniformly spent during the year. It was also assumed that major intergovernmental revenue would be posted at least uniformly during the year or when significant capital project spending will occur.
3. It is impossible to determine what the minimum fund balance of the Flood Control District should be if capital spending can not be avoided during months of low cash. The $7.8 million assumes a uniform capital spending plan (essentially 1/12 a month) or major spending after property tax proceeds have been received.
4. We monitor Flood Control cash daily, but would recommend that the District also monitor it during the year and structure their major capital spending to occur during the months that property taxes are posted.

Library District – Needed Minimum Fund Balance: $1.7 million.

Similar to Flood Control the Library District only has one fund to finance its operations. It is primarily funded through property tax and has a fairly uniform spending pattern during the year. In fact, most of the months of higher spending occur during periods of high cash balances. This is consistent with the District's informal policy to schedule (when possible) significant spending in the months during or after property taxes are received.

Let me know if you have any questions.

cc: Shelby Scharbach, Deputy Finance Director

Policy for Administering Grants

Introduction

Maricopa County receives significant funding from federal, state and local agencies annually; however, it does not have a formal Policy to follow when applying for and receiving grant funds. In order to ensure that the County is fully and timely reimbursed for all allowable expenses associated with grants, it is imperative that Responsible Departments negotiate to consistent goals, closely monitor their expenditures and claim reimbursement in a consistent and timely manner.

This Policy shall serve as the framework for Responsible Departments to follow when applying for grants and negotiating the terms and conditions of the agreements. This Policy is not intended to discourage Responsible Departments from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County and to enhance Board acceptance of grants conforming to this Policy.

Definitions

Dept. Overhead: refers to departmental costs incurred for the joint benefit of both grant and non-grant programs.

Grantor Agency: refers to a federal, state, local or private agency or organization which provides the grant funding and/or grant funding oversight.

One-time Grants: refers to funding from a Grantor Agency which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or service which has a limited life.

Ongoing Grants: refers to funding from a Grantor Agency which is expected to be provided year after year for a specified program(s) or service(s).

Overhead (A-87): refers to costs, benefiting both grant and non-grant activities, allocated by the Department of Finance to all non-General Fund departments. An allocation is also calculated for Responsible General Fund departments to be included in departmental overhead.

Responsible Dept: refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Responsible Department shall act as the agent of the County for purposes of this policy.

Implementation

This policy will take effect immediately. Provisions under sections titled "FUNDING" and/or "OVERHEAD/INDIRECT COSTS (A-87 CHARGES)" will not apply to 1995-96 grants if the grant has already been submitted and/or approved by the Grantor Agencies. Grants which are in the application or negotiation stage of the process may continue; however, final acceptance of the grant must be approved by the Board.

Grant Submittal

While all grants must be accepted by the Board of Supervisors before funding can be expended, grant applications which fully comply with this Policy do not require Board approval at the time of

Policy for Administering Grants (Continued)

submission for funding. Except as noted, applications for funding which deviate from this Policy (for any reason) shall require Board approval prior to submission. The County Administrative Officer may approve exemptions to this policy with regards to indirect cost reimbursement. **EXCEPTION:** The Board of Supervisors shall be notified by any affected Responsible Department in an annual or more frequent presentation of their intent to apply for all ongoing grants which deviate from this Policy, the nature of the deviation(s) and the reason for it (i.e. the grantor agency or the terms of a specific grant prohibit charging overhead, etc.). Once acknowledged and approved by the Board that it continues to support applying for such grants(s), the Responsible Department will not be required to obtain Board approval prior to the submission for continued like funding from the same Grantor Agency. Nothing contained within this Section shall preclude a Responsible Department from seeking approval for both the submission and acceptance of award at the pre-submission stage, provided that all terms of the grant are consistent with the information presented to the Board.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

Funding

To improve cash management practices, it is the County's preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Responsible Departments to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs/activities and where the County is advancing funds to nonprofit subcontractors. Responsible Departments with existing grant agreements are to contact their Grantor Agencies and attempt to renegotiate the terms of these agreements. Upon request, the Department of Finance will assist in negotiations with Grantor Agencies.

If funding is to be provided on a reimbursement basis, Responsible Department staff will note this in any submittal or correspondence to the Board of Supervisors. The Board may request staff to present the cost/benefits of accepting a reimbursement grant versus not accepting a particular grant. The cost/benefit analysis will take into account if the grant funded services are mandated. The analysis should also consider the impact of indirect cost recovery and advance funding requirements on the competitiveness in obtaining grant funding.

One-time Grants which are actually start-up grants for new programs or services will be so noted in the submittal to the Board of Supervisors. Program costs which Responsible Departments wish to continue once the grant funding has been depleted will be identified and reported to the Board of Supervisors at the time of submittal for consideration. The Responsible Department will present adequate analysis and information to the Board of Supervisors to assist the Board in deciding whether the County should fund expenses for the project or program from other County funds following the depletion of the grant funds.

Whenever permitted by the Grantor Agency, grants requiring County matching funds will first use County Overhead (A-87) as a match. If the required match exceeds County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency, the Responsible Department shall inform the Board of Supervisors of the exception and estimate the relative financial in-kind impact.

Claiming

Responsible Departments will provide to the Department of Finance a copy of the grant agreement, including the award amount. Responsible Departments will record and track grant revenues and expenditures. Responsible Departments shall submit claims for either an advance or reimbursement to the Grantor Agency as frequently as permitted under the grant agreement. Ideally, this will be no less frequent than monthly. At grant year end, each Responsible Department shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. A copy of the final report shall be provided to the Department of Finance.

Overhead/Indirect Costs (A-87 Charges)

Annually, the Department of Finance will prepare or cause to be prepared a cost allocation plan consistent with Federal Circular A-87. The Department of Finance and the Office of Management and Budget will inform each Responsible Department of their share of the A-87 charges for that particular fiscal year. Generally, grants are to financially support 100% of their A-87 charges. On a year-by-year basis, a Responsible Department may request that the Board of Supervisors waive all or a portion of their A-87 charges for that fiscal year, for all or specific grantor agencies. (A waiver or disallowance of A-87 charges results in a General Fund subsidy for paying the support costs for the grant funded program.)

Purchase of Computing and Network Systems

To ensure compatibility and supportability of the County computing and network infrastructure, Responsible Departments are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchased under the provisions of the County's Procurement Code. Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

Accounting for Grant Funded Programs

Effective July 1, 1995, each department will have its own fund designated for grant activities. This will permit both the Responsible Department and the Department of Finance to readily identify the cash balance of grant funded programs at any point during the fiscal year.

Grant Monitoring by Department of Finance

The Department of Finance will monitor grant expenditures and revenues on a regular basis. At a minimum, the Department of Finance will:

- prepare and provide to the Responsible Departments a quarterly grant schedule. This schedule will include year to date revenues and expenditures and inception to date receivable or deferred revenue balance for each individual grant.

Policy for Administering Grants (Continued)

- ensure that grant expenditures do not exceed grant awards or available funding if balances are carried forward from a preceding year. This expenditure limit will be noted on the grant schedule and any grant that approaches the maximum available funding will be immediately identified. The Responsible Department will be contacted and all grants which are projected to exceed the expenditure limit will be reported to them and the Board of Supervisors.
- examine individual grant balances on a monthly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a monthly basis. Responsible Departments which are not regularly claiming reimbursements will be contacted by the Department of Finance and directed to submit the appropriate documentation to the Grantor Agency.
- examine the final reports submitted by the Responsible Departments to ensure that indirect costs either identified in the County's A-87 Plan or approved by special action by the Board of Supervisors are being reported to and reimbursed by the Grantor Agency.

General Support from the Department of Finance

While each Responsible Department has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds.

Indirect Cost Policy for Grant Programs

Purpose

To establish a standard policy and general procedures governing the receipt, recording and disposition of OMB Circular A-87 allowable indirect costs recovered from the grantors.

Definitions

Grants: transactions in which an entity transfers cash or other items of value to (or incurs a liability for) Maricopa County as a means of sharing program costs or otherwise reallocating resources to the recipients.

OMB Circular A-87: the Federal government circular that defines allowable indirect costs for federal programs.

Cognizant Agency: the Federal agency responsible for reviewing, negotiating, and approving cost allocation plans or indirect cost proposals developed under OMB Circular A-87 on behalf of all Federal agencies.

Indirect Costs: refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

County-wide Full Cost Allocation: used to allocate the full cost of running the County's Central Service Departments.

County-wide A-87 Indirect Costs: Central Service department costs, benefiting both grant and non-grant programs. These costs are allocated by the Department of Finance in accordance with OMB Circular A-87.

Central Service Departments: departments that support, manage, and maintain County operations (i.e. Finance, OMB, etc.)

Department A-87 Indirect Costs: departmental costs benefiting both grant and non-grant programs.

Background

Currently there is no standard policy in effect for the treatment of recovered A-87 indirect costs from grants funds. All departments are required to charge their grant funds for A-87 indirect costs unless prohibited by the grant contract, law, or County Board of Supervisors approval.

Policy

On an annual basis the Department of Finance-Grants Unit prepares an A-87 County-wide indirect cost allocation plan. The Department of Finance-Grants Unit is responsible for maintaining, updating and negotiating the County-wide A-87 plan with the cognizant agency, United States Department of Housing and Urban Development (HUD). The County's A-87 indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments receiving grant funds shall submit a written request to the Department of Finance-Grants Unit to prepare a Departmental A-87 cost allocation plan.

Indirect Cost Policy for Grant Programs (Continued)

For General Fund departments-

- All recovered Departmental A-87 costs from grants will be charged to the grant fund under sub-object code 0831-01 and deposited into the department's General Fund operating agency under revenue source 0621-01.
- All recovered County-wide A-87 indirect costs from grants will be charged to the grant fund under sub-object code 0831-00 and deposited into the General Fund, agency 180, org 1810, revenue source 0621-00.

For non-General Fund departments-

- The Department of Finance-Grants Unit will prepare the County-wide monthly indirect cost charge (full indirect or A-87 indirect, as applicable) to the non-General Fund departments. The Department's operating agency will be charged under sub-object code 0831-00 and revenue will be deposited into the General Fund, agency 180, org 1810, revenue source 0621-00.
- All recovered Departmental A-87 indirect costs from grants will accumulate in the Department's operating agency, sub-object 0831-01 will be expensed to the Department's grant agency, sub-object code 0831-01.
- All recovered County-wide A-87 costs from grants will be treated as a transfer of expenses from the Department's operating agency, sub-object 0831-00, to the Department's grant agency, sub-object code 0831-00.

The above accounting strings are subject to change by the Department of Finance, and departments will be notified as necessary.

In some cases the grantor may limit the recovery of indirect costs at a percentage less than the combined Departmental and County-wide A-87 indirect rate. In these cases, the Departmental A-87 rate shall be satisfied first. Any remaining funds will then be applied to the County-wide A-87 rate.

Procedures

Both recoverable and unrecoverable estimated A-87 indirect costs should be fully disclosed and quantified on the Board agenda and included in the local match if allowable. This information enables the Board of Supervisors to have a clear understanding of the financial impact on Maricopa County for each individual grant/program.

Prior to submission to the Board of Supervisors, a copy of all grant applications and contracts must be submitted to the Department of Finance-Grants Unit to ensure compliance with this policy.

Departments are required to prepare journal vouchers to charge grants for the eligible A-87 costs through the previous month end. The journal voucher must be submitted to the Department of Finance-Grants Unit for approval. Indirect cost allocations will be monitored by the Department of Finance-Grants Unit, as part of the Grant Monitoring Procedures.

Summary

This policy will ensure that all indirect costs are handled in a fair and consistent manner regarding the receipt, recording and/or the disposition in accordance with the applicable grant contract and laws.

General Government Policy

Purpose

The purpose of this policy is to provide guidelines for development and administration of the General Government budget to County Departments so that the General Government budget is handled according to Board policy and direction.

Budgeted Revenues

The revenues budgeted in the General Government budget are revenues that may be specific to particular funds, but benefit several departments and not a particular department or program within a department. Examples of these revenues include:

- Property Taxes (General Fund and Debt Service Fund)
- Anticipated Grants from outside sources
- State Shared Sales Taxes
- State Shared Vehicle License Taxes
- Cable TV Application Fees for franchise agreements with the County
- Liquor Licenses fees
- Jail Excise Taxes (Detention Fund)
- Other Miscellaneous Revenue as appropriate

Budgeted Expenditures

The expenditures budgeted in the General Government budget are general expenses not specific to a particular department, which benefit the County as a whole, or high profile departmental projects for which the Board of Supervisors has a special interest in. These expenses can include budgeted contingencies, general debt service, taxes and assessments, legal expenses, General Fund Base Level Internal Service Fund charges, and various Board-approved special projects or initiatives that are tracked centrally.

Expenditure items will be listed in the Recommended budget, and individual items are subject to Board approval:

Procedures

Budget Process

General Government will follow all County budgeting policies and guidelines including the approval process established by the Board of Supervisors. The Office of Management and Budget, along with the County Administrative Officer, will be responsible for developing the General Government budget for each fiscal year. The recommended budget will include an itemized schedule of proposed expenditures by fund.

Approval of Expenses

The Deputy County Administrator or designee must authorize all expenditures prior to processing. This authority has been delegated to the manager responsible for a particular item within General

Government. If the expenditure is not approved it will be returned and absorbed within the budget of the department that submitted it.

Contingency Fund

If a contingency fund is adopted in the General Government budget during a fiscal year, General Fund departments can request funding for unanticipated expenditures or unfunded projects. These requests must be handled via a Board agenda item, and submitted by the responsible department. The Board of Supervisors must approve all requests for contingency funds.

Authority / Responsibility

The administration and maintenance of the General Government budget is the responsibility of the Office of Management & Budget. Expenditures charged to General Government must be approved by the Deputy County Administrator or designated to ensure that the expenditures are budgeted and appropriate.

If approved, the contingency budget will be reduced and the appropriate department appropriation or other General Government item will be increased.

Vehicle Replacement Policy

Introduction

The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

Background

Equipment replacement must be planned and approval for replacement received through the budget process. The Equipment Services Department has the responsibility to plan for replacement needs in conjunction with the County Departments/Special Districts. During development of each fiscal year's budget, the Office of Management and Budget (OMB) reviews requests received from Departments/Special Districts for replacement of existing vehicles. In determining the amount of funding required, only the cost to replace existing vehicles with their equivalents is considered. Upgrades and additional new vehicles may not be charged to the appropriate vehicle replacement budget.

Sheriff's Office Only: The Sheriff's Office equipment replacement schedule will be discussed and approved during the annual budget process. Due to the unique nature of the functions of the Sheriff's Office, the equivalent replacements and upgrades may be changed to meet departmental needs, if the costs remain within budget targets. However, these changes will be discussed with OMB prior to proceeding to ensure costs are appropriate.

Guidelines

The Department/Special District, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.

Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.

Upgrades are not funded under the appropriate vehicle replacement budget. If a Department/Special District determines upgrades are necessary, the Department/Special District has two options: (a) pay for the upgrades from the Department's/Special District's current operating budget; or (b) request upgrades and additions during the development of the Department/Special District budget.

If the full cost of replacement is actually lower than originally estimated, the savings will revert to the appropriate fund.

Possible cost overruns will be absorbed by the appropriate vehicle replacement budget.

OMB must approve all charges to the vehicle replacement budget.

Exceptions

If, during the replacement process, the Department/Special District requires changes to the original vehicle replacement request, the Department/Special District must request reconsideration of their initial vehicle replacement plan. The criteria OMB will consider during the review of the Department's/Special District's revised plan includes funding and the impact on current and future costs for maintenance, operation and replacement. To assist OMB in performing a full analysis of the revised replacement plan, Departments/Special Districts are requested to provide:

Vehicle Replacement Policy (Continued)

A justification statement which supports changes to be in the best interest of Maricopa County citizens, enhances services provided to the citizens and benefits the County/County Special District overall. This statement can also include information on changes in service levels which require the use of a different vehicle class, the impact on current and future costs for maintenance, operation and replacement as well as information on funding.

A spreadsheet which reflects the current vehicle replacement schedule with costs and the proposed vehicle schedule with costs. The spreadsheet needs to reflect the increase or decrease of cost for each vehicle and an explanation for the cost change.

A complete justification for any equipment additions to the replacement vehicles and how these equipment additions enhance the service levels being provided to Maricopa County citizens.

OMB will review the request and provide the Department/Special District and Equipment Services with final approval or disapproval of the proposed change to the Department's/Special District's equipment vehicle replacement plan within three working days of receipt.

Fund Descriptions

100 - General Fund: The General Fund accounts for all General Revenues of Maricopa County. It tracks all the general government functions of Maricopa County.

201 - Adult Probation Services: The Probation Services Fund collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are for the purpose of supplementing County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).

203 - Sheriff's Donations: Established to account for and segregate funds to be used by the Sheriff's Office in support of mandated functions. Funding is provided by non-specific donations and proceeds from the sale of donated items.

204 - Justice Court Judicial Enhancement: Judicial Enhancement is classified as a Special Revenue Fund. Revenues consist of 8.06 percent of Fees and surcharges collected under authority of ARS 22-281; and time payment fees collected under authority of ARS §12-116; and On-line access subscription fees collected under authority of ARS 22-284. Funds are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

205 - Document Retrial: The Document Storage Fund was established by A.R.S. §12-284.01 to collect an additional filing or appearance fee not to exceed five dollars to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micro-graphics or computer automation.

207 - Palo Verde: Palo Verde is classified as a Special Revenue Fund. It receives an annual allocation of about $200,000 from the State of Arizona. Expenditures are for nuclear disaster training.

208 - Superior Court Judicial Enhancement: Judicial Enhancement is classified as a Special Revenue Fund. Revenues consist of 7.51 percent of Fees and surcharges collected under authority of ARS 12-284.03 and time payment fees collected under authority of ARS §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by ARS 12-113. Funds are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

209 - Public Defender Training: Public Defender Training Fund is classified as a Special Revenue Fund. Revenues consist of a time payment fees on fines that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are used for Public Defender Training. This fund was established by A.R.S. §12-117.

210 - Economic Development: Economic Development Fund is classified as a Special Revenue Fund. Revenues consist of a fixed $65,000 fee from Waste Management Corp. plus a percentage of tonnage of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County. This fund was established by the Board of Supervisors to segregate this activity from the General Fund.

211 - Adult Probation Grants: Adult Probation Grants Fund is classified as a Special Revenue Fund. Grant funds are used for domestic violence and women's treatment programs, gang prevention and criminal justice records improvement.

213 – RICO: RICO Fund is classified as a Special Revenue Fund. It consists of an outside bank account which records all the activity of the Anti-Racketeering Program run by the County Attorney. Funds are provided by the sale of confiscated property.

Fund Descriptions (Continued)

215 - Emergency Management: Emergency Management Fund is classified as a Special Revenue Fund. Monies are used for disaster planning and training.

216 - Clerk of Court Grants: Clerk of Court Grants is classified as a Special Revenue Fund. Grant funds are used for improved court automation systems, child support enforcement and the processing of criminal history dispositions.

217 - CDBG Housing Trust: CDBG Housing Trust Fund is classified as a Special Revenue Fund. Grant funds are used to expand the supply of low income housing through the rehabilitation and reconstruction of single family occupancy homes.

218 - Clerk of Court - Fill the GAP: Clerk of Court Fill the Gap was set up as indicated by ARS 41-2421F and accounts for monies distributed under ARS 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the superior court, including the office of the clerk of the superior court, and justice courts.

219 - County Attorney Grants: County Attorney Grants is classified as a Special Revenue Fund. Monies are used for the investigation and prosecution of child abuse and domestic violence cases, enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance such as transportation and payment of emergency expenses is also provided. In addition, education programs and in-depth training are provided to children's advocates.

220 - Drug Diversion Fund: The Drug Diversion Fund accounts for the drug court program established by the presiding judge of the superior court under authority of ARS 13-3422. in cooperation with the county attorney for the purpose of prosecuting, adjudicating and treating drug dependent persons who meet the criteria and guidelines for entry into the program that are developed and agreed on by the presiding judge and the prosecutor.

Funding is provided by the imposition of a fine and the payment of fees by the drug dependent person.

221 - County Attorney Fill The Gap: County Attorney fill the Gap was set up as indicated by ARS 41-2421F and accounts for monies distributed under ARS 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.

222 - Human Services Grants: Human Services Grants is classified as a Special Revenue Fund. Monies are used for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.

223 - Transportation Grants: Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.

225 - Parks Spurs Cross Ranch: To account for the money collected from a Town imposed ½% transaction privilege tax for the operation of the County park. The Town commenced collection of the tax by December 1, 2000. This is a Special Revenue Fund.

226 - Planning and Development: Department was moved out of the General Fund to a Special Revenue Fund in FY99. The Fund will operate on a cost reimbursement basis and will account for the activity as previously accounted for in the General Fund (urban studies).

Fund Descriptions (Continued)

227 - Juvenile Court Grants: Juvenile Court Grants/Fees is classified as a Special Revenue Fund. Grant funds are used for the child nutrition program, family counseling and safe schools program.

228 - Juvenile Probation: The Juvenile Probation Fund was established by A.R.S. §12-268 to account for juvenile probation fees collected for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the juvenile court.

229 - Juvenile Restitution: Pursuant to Senate Bill 1446, Section 40, the fund was established for the payment of restitution in juvenile delinquency proceedings. The fund will consist of state and local appropriations, gifts, devices and donations from any public or private source.

230 - Parks and Recreation Grants: Parks and Recreation Grants Fund is classified as a Special Revenue Fund. Grant funds are used for state lake improvements, park restoration and the construction and maintenance of hiking trails.

232 – Transportation: Plans and implements an environmentally balanced multi-modal transportation system that serves the region's needs. Operations are funded through highway users tax.

233 - Public Defender Grants: Public Defender Grants Fund is classified as a Special Revenue Fund. Grant funds are used for public defender training and to increase the processing of drug cases.

234 - Transportation Capital Projects: Transportation Capital Projects was set up administratively as a capital project fund to track capital project activity of the County Transportation department. Funding is provided by a reimbursement transfer from the Transportation Fund that derives it's funding from the State Highways User's Tax.

235 - Planning Grants: Planning/Infrastructure Grants Fund is classified as a Special Revenue Fund.

236 - Recorder's Surcharge: The Recorder's Surcharge Fund was established by A.R.S. §11-475.01 to assess a special recording surcharge not to exceed four dollars to be used to defray the cost of converting the County Recorder's document storage and retrieval system to micro-graphics or computer automation.

238 - Superior Court Grants: Superior Court Grants Fund is classified as a Special Revenue Fund. Grant funds are used for drug enforcement accounting, court appointed special advocates and case processing assistance.

239 - Parks Souvenir: Parks Souvenir Fund is classified as a Special Revenue Fund. Revenues consist of proceeds of the sale of sundry items at the Maricopa County Parks.

240 - Parks Lake Pleasant: Provides the public with positive leisure opportunities in a safe, accessible and efficient manner through quality development and programming while conserving and protecting unique and environmentally sensitive areas.

241 - Parks Enhancement: Pursuant to A.R.S. §11-941, this fund was established to account for and segregate park and recreation revenues and expenditures associated with enhancing parks and recreation programs.

242 - Library District Grants: Library District Grants was set up to account for all Grant activity administered by the County Library District.

Fund Descriptions (Continued)

243 - Parks Donations Fund: Established to account for and segregate funds and resources donated for park repairs and improvements. Funding source is non-specific donations and proceeds from the sale of donated items.

244 – Library: The Library District provides and maintains library services for the residents of Maricopa County. Operations are funded by a secondary tax levy.

245 - Justice Court Enhancement: Established for the purpose of defraying expenses of Justice Court services by providing improvements in court technology, operations and facilities to enable the courts to respond quickly to changing statutory and case processing needs. Operations are funded by an $18 user's charge to be added to the Defensive Driving School Diversion Fee as of March 1, 1998.

246 - Justice Court Grants: Justice Court Grants Fund is classified as a Special Revenue Fund. Monies are used for juvenile crime reduction and to reduce the backlog of existing criminal cases. In addition, a pilot video conference/personal computer project is being funded for 3 justice courts.

248 - SAIL Grants Fund: Established to account for and segregate grant funds supporting the SAIL program (on the Health Care Accounting System).

249 - General Government - Grants: General Government Grants was set up to account for all SCAAP Grant activity.

250 - Stadium District: The Stadium District provides regional leadership and financial resources to assure the presence of Major League Baseball in Maricopa County. Operations are funded by a rental vehicle surcharge.

251 - Sheriff Grants: Sheriff Grants Fund is classified as a Special Revenue Fund. Grant funds are used for patrolling lakes, improving the fingerprinting system, and enhancing DUI and overall traffic enforcement capabilities.

252 - Sheriff's Special Funding: The fund represents the Sheriff's Inmate Canteen which was established under A.R.S. §31-121 to hold in trust all special service fund monies for the benefit and welfare of inmates. The majority of revenues are derived from sales of food and sundries to the inmates.

253 - Bank One Ballpark Operations: The Major League Stadium Operating Fund accounts for all revenues and expenditures related to running the Bank One Ballpark. The Fund was established on May 1, 1997. It is classified as a Special Revenue Fund.

254 - Sheriff Inmate Health Services: The Inmate Health Services Fund was established July 17, 1995, to administer co-payments received from inmates for self initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.

255 - Jail Operations: Established under the authority of proposition 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5 cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

256 - Probate Programs: This fund was established July 17, 1994, to administer the monies received by the Clerk of Court pursuant to A.R.S. §14-5314 and A.R.S. §14-5414. The Presiding Judge of the Superior Court is authorized to spend these monies to preserve, audit, and safeguard the estates and wards for whom the court has a fiduciary responsibility.

Fund Descriptions (Continued)

257 - Conciliation Court Special: The Conciliation Court Fund accounts for monies collected under A.R.S. §25-311.01 related to the dissolution of marriages. The funds collected are used by the domestic violence shelter fund and the child abuse prevention and treatment fund.

258 - Court Automated: Pursuant to A.R.S. §11-251.08, a $10 fee will be charged upon filing of the original complaint and answer in all civil, domestic relations, probate and tax cases. The fee will be collected and deposited by Clerk of the Court staff. The funds will be used to offset the various expenses incurred in the development, enhancement and on-going operation of the Court's automated information systems.

259 - Superior Court Special: The Court Enhancement Fund accounts for monies received under an intergovernmental agreement with the Department of Economic Security to conduct Title IV-D child support enforcement enhancements.

260 - Research and Reporting: Research and Reporting Fund is classified as a Special Revenue Fund. This fund records the activity of governmental research projects that are billed back to the Municipalities contracting for the services on a cost reimbursement basis.

261 - Law Library: Law Library Fund was established by A.R.S. §12-305 to account for a portion of the fees collected by the Clerk of Superior Court to be used for the purchase of books for the county law library.

262 - Public Defender Fill The Gap: Public Defender Fill the Gap was set up as indicated by ARS 41-2421F and accounts for monies distributed under ARS 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

263 - Legal Defender Fill The Gap: Legal Defender Fill the Gap was set up as indicated by ARS 41-2421F and accounts for monies distributed under ARS 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

264 - Superior Court Fill The Gap: Superior Court Fill the Gap was set up as indicated by ARS 41-2421F and accounts for monies distributed under ARS 41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the superior court, including the office of the clerk of the superior court, and justice courts.

265 - Public Health Pharmacy: Public Health Special Revenue Fund is classified as a Special Revenue Fund and this fund accounts for Public Health programs that are self-supported by Vital Health fees.

266 - Check Enforcement Program: The Check Enforcement Program Fund accounts for fees that are collected pursuant to sections 13-1809 and 13-1810, any investigation and prosecution costs and any monies that are obtained as a result of a forfeiture and that are recovered for the county through enforcement of section 13-1802, 13-1807, 13-2002 or 13-2310, whether by final judgment, settlement or otherwise. The monies in the fund shall be used for the investigation, prosecution and deferred prosecution of theft, forgery and fraud.

267 - Crim Just Enhancement Fund: The Criminal Justice Enhancement fund accounts for monies that are allocated to county attorneys from the Arizona State Criminal Justice Enhancement fund (ARS 41-2401). The funds are to be used for the purpose of enhancing prosecutorial efforts.

Fund Descriptions (Continued)

268 - Victim Compsation And Assistance Fund: Victim compensation and assistance fund was established to administer funding provided from the State Victim Compensation and Assistance fund.(ARS 41-2407) and from prisoner supervision fees under ARS 31-418. Fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.

269 - Victims Comp Restitution Fund: The County Attorney Victim Compensation Restitution fund was established as authorized by ARS 11-538 consisting of monies that are distributed pursuant to ARS 12-286 (seventy-five per cent of the interest earned on restitution monies that are received in trust). The county attorney shall use monies in the fund to assist eligible victims of crime with medical, counseling and funeral expenses and lost wages.

270 - Child Support Enhancement: Child Support Enhancement Fund is classified as a Special Revenue Fund. Funds received from a federal incentive award are used for the enhancement of child support collections through efficient operation of the IV-D program.

271 - Expedited Child Support: Expedited Child Support Fund is classified as a Special Revenue Fund. Revenues consist of monies collected for subsequent case filing fees for post-decree petitions in dissolution cases, pursuant to A.R.S. §25-412 and A.R.S. §12-284, subsection K. These funds are used to establish, maintain and enhance programs designed to expedite the processing of petitions filed and enforce the resultant court orders.

272 - Child Support Automation: Child Support Automation Fund is classified as a Special Revenue Fund. Revenues consist of fifty percent of the monies received by the clerk's office for child support handling fees, pursuant to A.R.S. §25-515 and A.R.S. §12-284, subsection L. These funds are used to improve, maintain and enhance computer hardware, software and automation systems used to collect court ordered child support.

273 - Victim Location: Victim Location is classified as a Special Revenue Fund. Revenues are derived from interest earned on restitution monies received in trust and are to be distributed to the County Attorney and Clerk of the Superior Court on a pro rata basis (County Attorney - 75% and Superior Court - 25%). Fund was established pursuant to House Bill 2254. The BOS approved the Fund on August 1998, by agenda C19990118. ARS 12-287

274 - Clerk of the Court EDMS: Revenues consist of fees collected from court filings to support the implementation and ongoing support of the Electronic Document Imaging System (EDMS).

275 - Juvenile Probation Diversion Fees: The Juvenile Probation Diversion fund was established by ARS 11-537 and consists of diversion fees that are collected pursuant to section 8-321(N). The monies shall be used at the discretion of the county attorney for administering county community based alternative programs that are established pursuant to section 8-321.

280 - Old Courthouse: Old Courthouse Restoration Fund is classified as a Special Revenue Fund. Revenues consist of donations and contributions for the use of court facilities. These funds are used for the restoration and preservation of the Old Maricopa County courthouse.

281 - Children's Issues Education: Child Issues Education Fund is classified as a Special Revenue Fund. The fund was established on 7-20-96, pursuant to A.R.S. §25-354. Revenues are received from the clerk's educational program fees and are used to supplement any state or county appropriations. Expenditures are for educational programs about the impact that divorce, the restructuring of families and judicial involvement has on children.

Fund Descriptions (Continued)

282 - Domestic Relations Education: Domestic Relations/Mediation Education Fund is classified as a Special Revenue Fund. The fund was established on July 20, 1996, pursuant to A.R.S. §25-413. Revenues consist of a surcharge received by the clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284, subsection G. These revenues are used to establish, maintain and enhance programs designed to educate persons about impacts on children of dissolution of marriage, legal separation and restructuring of families and programs for mediation of visitation or custody disputes.

290 - Waste Tire Program: Established pursuant to A.R.S. §44-1305 to record activity for the operation of the waste tire processing center for removal of waste tires from the county.

292 - Correctional Health Grant: The Arizona Department of Health Services was awarded a grant by the Department for Health and Human Services, Centers for Disease Control and Prevention, to generate surveillance data for the CDC and supplement the syphilis screening activities at the Madison Street jail. The term of the IGA is from 1/1/98 to 12/31/98, for an amount not to exceed $25,000.

295 - Housing Department: Housing Authority is reported as a Special Revenue Fund. The department provides a decent and safe living environment to families who cannot afford market rate rents, and promotes programs leading to economic development and self-sufficiency.

312 - General Obligation: To account for debt service on all various purpose general obligation bonds. Funding is provided by the County's secondary property tax revenues, which may be used only for debt service.

320 - Lease Revenue: To account for the debt service on the $130 million Certificate of Participation issued in June 2001. This is a Debt Service Fund.

370-377 - Stadium District: To account for debt service on Stadium District Revenue Bonds. Funding is provided by transfers from the Stadium District Special Revenue Fund.

378 - Mesa Subordinate Debt Account: On April 1, 1996, the City of Mesa Municipal Development Corporation issued $10m of Revenue Bonds Series 1996B on behalf of the Stadium District. The Stadium District entered into an Intergovernmental Agreement (IGA) with the City of Mesa. Pursuant to the terms of the IGA, the District will, as certain specified revenues become available in the future, repay the City an amount equal to the debt service associated with the Series 1996B bonds, plus certain expenses. This fund was established to record the distributions to Mesa for the reimbursement of debt service.

379 - Maryvale Subordinate Debt Account: On March 10, 1997, the Stadium District issued $10m in Second Subordinate Capital Appreciation Net Revenue Bonds to John F. Long Properties, Inc. to construct Phoenix Maryvale Stadium. Pursuant to the terms of the IGA, the District will, as certain specified revenues become available in the future, prepay the bonds. This fund was established to record distributions to Maryvale for the reimbursement of debt service.

410 - Major League Stadium: The Major League Stadium Fund accounts for the cost of construction on the Bank One Ballpark. The majority of costs were financed through a .25% sales tax that commenced on April 1, 1995 and concluded on December 1, 1997.

422 - Intergovernmental Capital Projects: Intergovernmental Funds account for capital projects funded through transfers from other funds. Projects included in this fund are multi-year projects for which the funding has been set-aside during the first year of the project.

435 - County Improvement: Capital projects funded through the General Fund.

Fund Descriptions (Continued)

440 - Library District Capital Projects: Funding for capital projects transferred from Library District funds.

450 - Bank One Ballpark Project Reserve: Pursuant to Section 8.6.1.1 of the Facility Development Agreement (FDA), the District is required to deposit revenues in excess of the District's $238 million project obligation into a Long Term Project Reserve Account.

455 - Jail Construction Fund: The Jail Construction Fund was established to account for revenue and expenditures associated with the jail facility as approved by the voters. The voters approved the Jail Election on November 3, 1998.

504 - Air Pollution: Air Pollution works to protect the environment and public health through control, preservation, and improvement of the County's air quality. Air Pollution and Environmental permits are sold to cover operating costs.

505 - Environmental Services Grants: Environmental Services Grants was set up to account for all Grant activity administered by the County Environmental Services Department.

506 - Environmtl Svcs Env Health: Environmental Services - Health Fund was established to account for activities related to the protection of food and water supplies consumed by residents. Funding is provided by fees collected from Health Inspections and the sale of Health Permits.

532 - Public Health: Public Health protects, improves and preserves the physical, mental and social well being and the environment of the entire population of Maricopa County with a special responsibility to serve those most vulnerable.

535 - Medical Center: Provide quality, cost competitive health care and health professional education to assure the health security of individuals, families, and community.

541 - Maricopa Health Plan: Maricopa County Health Plan (MCHP) is an ambulatory health care plan operated by Maricopa Managed Care Systems (MMCS). MMCS contracts with the Arizona Health Care Cost Containment System (AHCCCS) which provides monthly capitation revenues based on MCHP plan enrollment.

551 - Arizona Long-Term Care System (ALTCS): The Arizona Long Term Care System (ALTCS) is a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS). Chronically ill and physically disabled patients receive medical services as a result of an annual contract with AHCCCS.

561 - Non-AHCCCS Health Plans: The Non-AHCCCS Health Plans are primarily Health Select, a managed care health plan offered to employees, spouses and their families; and Senior Select, a Medicare plan operating under contract with the Federal government.

566 - Senior Select Fund: Established to account for and segregate funds and resources associated with the Senior Select Health Fund. Activity was accounted for in Fund 560 in prior years.

570 - Managed Care Admin Allocation: This fund accounts for overhead activity related to the Maricopa Health Plan and Non-AHCCCS Health Plan. These expenses are allocated to all managed care funds on a monthly basis.

572 - Animal Control: Animal Control reduces the incidences of animal inflicted injuries and reduces the risk of exposure to rabies through enforcement of dog licensing laws and ordinances, enforcement of leash laws and ordinances, the capture and impoundment of stray dogs, public education, adoption or humane disposal of excess animals. Licenses and fees are the primary funding source.

Fund Descriptions (Continued)

573 - Animal Control Grants: Animal Grants was set up to account for all Grant activity administered by Animal Control.

574 - Animal Control Field Services: Animal Control Field Services was set up in FY2003 to segregate field services which are an optional County Service from Animal Control Pound Activities which are required by Arizona State Statute.

580 - Solid Waste: Assists the cities and towns, businesses, and citizens in continuously improving regional waste management systems. This includes an ever increasing focus on reducing the amount of waste generated, maximizing resource recovery, proper management of special wastes, and environmentally sound disposal.

590 - Housing Authority: Payroll clearing fund used to bill Housing Department for payroll services provided by Maricopa County.

652 - Environmental Cleanup: Environmental Cleanup Fund is classified as a Special Revenue Fund. It provides tracking for the proceeds from settlements (i.e. Southern Pacific Railroad) and the cleanup expenditures that are made from settlements.

654 - Equipment Services: The Internal Service fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an effective and efficient manner.

670 - Facilities Discretionary: This Internal Service fund was established on July 1, 1996 to account for special projects that are requested of Facilities Management by departments.

673 – Reprographics: This Internal Service fund was established on July 1, 1996 to account for the operations of the reprographics section of Materials Management.

675 - Self-Insurance Trust: This fund supports the comprehensive insurance/self-insurance program which provides protection of County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation, and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

676 - Workman's Comp Self Insured Trust: This fund carries restricted funds which are reported within fund 675 - Risk Management in Balance Sheet Account 018 - Investments with Treasurer.

681- Telecommunications: This fund provides cost effective voice, data, and radio communications to County employees.

685- Employee Benefits: Activity associated with the County's self insurance is recorded as revenue in the Employee Benefits Fund. All other activity in which the County is not self-insured is posted to balance sheet accounts in fund 685.

716 – Contributions: Contributions accounts for activities that are financed through donations by citizens or groups. Predominately this has been for Project Scrub.

748 - Jurer Improvement: Activity associated with making improvements to the juror system.

780 - Unorgainzed Territory Transportation: (formerly School Sp Co Reserve Regional Schools) - Established by ARS 15-1001 to account for transportation aid for the transportation of children from unorganized territory to school districts within the county.

782 - School Communication Expense (Regional Schools): Used as a clearing account for T1 (telecommunication lines which are purchased by school headquarters and are shared by all school districts. Individual districts reimburse headquarters for the cost of the T1 lines.

Fund Descriptions (Continued)

990 - Flood Control District Capital Projects: Flood Control Capital Projects was set up administratively as a capital project fund to track capital project activity of the Flood Control District. Funding is provided by a reimbursement transfer from the Flood Control District which derives it's funding from an annual Property Tax Levy. This fund was part of Fund 991 in FY 2002.

991 - Flood Control: The Maricopa County Flood Control District provides flood control facilities and regulates floodplains and drainage to prevent flooding of property and endangering the lives of people in Maricopa County. Operations are funded by a secondary tax levy.

992 - Street Lighting: The Street Lighting Districts provide street lighting in areas of the County that are not under local city jurisdictions. Operations are funded by special assessment.

993 Special Improvement Districts: To account for special assessment projects made against benefiting property owners. This fund is accounted for as a Debt Service Fund.

FY 2002-03 Revenue Object and Sub-Object Codes

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
601	**00**	**PROPERTY TAXES**	Amounts collected on property taxes assessed on real and secured and unsecured personal property.
	01	*REAL PROPERTY TAXES – CURRENT*	
	02	*REAL PROPERTY TAXES – PRIOR*	
	03	*PERSONAL PROPERTY TAXES - CURRENT*	
	04	*PERSONAL PROPERTY TAXES - PRIOR*	
605	**00**	**TAX PENALTIES & INTEREST**	Amounts collected as penalties for delinquent tax payments, and the interest charged on delinquent taxes from the due date to the date of actual payment.
606	**00**	**SALES TAXES**	Amounts collected for a sales tax levied by the County.
610	**00**	**LICENSES & PERMITS**	Revenues from businesses and occupations that must be licensed before doing business or licenses and permits levied according to benefits presumably conferred by the license or permit.
	01	*LIQUOR LICENSES*	
	02	*PAWN SHOP LICENSES*	
	03	*PEDDLERS LICENSES*	
	04	*AIR POLLUTION PERMITS*	
	05	*ANIMAL LICENSES*	
	06	*BUILDING SAFETY PERMITS*	
	07	*ENVIRONMENTAL PERMITS*	
	08	*FLOOD CONTROL LICENSES*	
	09	*MARRIAGE LICENSES*	
	10	*MOBILE HOME MOVING PERMIT*	
	11	*MOBILE HOME USE PERMIT*	
	12	*PLANNING VARIANCE PERMIT*	
	13	*PUBLIC HEALTH ENG PERMIT*	
	14	*COUNTY RIGHT OF WAY USE*	
615	**00**	**GRANTS**	Contributions or gifts of cash or other assets from the federal and/or state government to be used or expended by the County for a specified purpose, activity, or facility.
	01	*FEDERAL*	
	02	*STATE*	
	03	*OTHER GRANTS*	
620	**00**	**OTHER INTERGOVERNMENTAL**	Other non-grant revenues levied by the federal or state government and shared with the County on a predetermined basis.
	01	*FEDERAL SHARED REVENUE*	
	02	*OTHER SHARED REVENUE*	
	03	*FEDERAL SHARE OF COSTS*	
	04	*STATE SHARED REVENUE*	
	05	*STATE SHARE OF COSTS*	
	06	*OTHER GOVT SHARE OF COSTS*	
621	**00**	**PAYMENTS IN LIEU OF TAXES**	Payments from other governments or other local units/organizations for owned properties falling within the County's geographical boundaries on which it cannot levy property taxes.
	01	*SALT RIVER PROJECT*	
	02	*FEDERAL*	
	03	*STATE*	
625	**00**	**STATE SHARED SALES TAX**	Transaction Privilege Taxes levied by the state government and shared with the County, based on a statutory distribution formula.
626	**00**	**STATE SHARED HIGHWAY USER REVENUE**	Taxes levied by the state government on motor fuel consumption and other transportation-related items, and shared with the County based on a statutory distribution formula.
630	**00**	**STATE SHARED VEHICLE LICENSE TAX**	Tax levied by the state government based on the assessed value of motor vehicles and shared with the County based on a statutory distribution formula.
635	**00**	**OTHER CHARGES FOR SERVICES**	Various types of County charges for services and other related activities.
	01	*CABLE TV RECEIPTS FEE*	
	02	*GARNISH & SUPPORT FEES*	
	03	*TAX SALE FEES*	
	04	*CABLE TV-APPLICATION FEE*	

FY 2002-03 Revenue Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
	05	*CERTIFICATIONS*	
	06	*COURT FEES*	
	07	*CONSTABLE FEES*	
	08	*FIDUCIARY FEES*	
	09	*JURY FEES*	
	10	*LEGAL SERVICES*	
	11	*PASSPORTS*	
	12	*PROBATE FEES*	
	13	*RECORDING FEES*	
	14	*RECORD AUTOMATION SURCHARGE*	
	15	*SUBDIVISION FEES*	
	16	*ZONING CLEAR REVIEW FEES*	
	17	*ZONING APPLICATION*	
	18	*ROOM & BOARD-PROBATION*	
	19	*KENNEL FEES*	
	20	*VITAL STATISTICS*	
	21	*CAMPGROUND RESERVE FEES*	
	22	*TARGET RANGE FEES*	
	23	*PARK ENTRANCE FEES*	
	24	*REC ACTIVITIES FEES*	
	25	*BUILDING PLAN REVIEWS*	
	26	*AUTOPSIES*	
	27	*INDIGENT DEFENSE REVENUES*	
	28	*PROBATION SERVICE FEES*	
	29	*SPECIAL LAW ENFORCE SERVICE*	
	30	*DAMAGE RECOVERY*	
	31	*LANDFILL CHARGES*	
	32	*INSURANCE PREMIUMS*	
	33	*COUNTY PREMIUM HLTH/LIFE*	
	34	*EMPLOYEE PREMIUM HLTH/LIFE*	
636	**00**	**INTERNAL SERVICE CHARGES**	Revenue collected by internal service fund departments of the County for centralized internal service operations, (telecom, equipment services, reprographics, etc…)
637	**00**	**FINES & FORFEITS**	Amounts collected for a compliance violation of any applicable laws, policy or other authoritative rule or amounts collected through confiscation.
	01	*CIVIL SANCTIONS-TRAFFIC*	
	02	*COURT FINES*	
	03	*LIBRARY FINES*	
	04	*ANTI-RACKETEERING FINES*	
	05	*DIVERSION FINE*	
638	**00**	**PATIENT SERVICES REVENUE**	Charges for patients and third-party reimbursers for healthcare related services.
	01	*REVENUE DEDUCTIONS*	
645	**00**	**INTEREST EARNINGS**	Revenue from holdings invested for earning purposes.
650	**00**	**MISCELLANEOUS REVENUE**	Any and all revenue that cannot be reasonably classified to another specific revenue code.
	01	*BUILDING RENTALS*	
	02	*EQUIPMENT RENTALS*	
	03	*PAY PHONE RECEIPTS*	
	04	*VENDING MACHINE RECEIPTS*	
	05	*OTHER RENTS & COMMISSIONS*	
	06	*SALE OF BOOKS/COPIES/ETC*	
	07	*SALE OF FIXED ASSETS*	
	08	*SALE FOOD BULK NOURISHMT*	
	09	*SALE OF POSTAGE*	
	10	*SALE OF DATA INFORMATION*	
	11	*INSURANCE RECOVERIES*	
	12	*CASH OVER/SHORT*	
	13	*DONATIONS/CONTRIBUTIONS*	
	14	*BAD CHECK FEES (NSF)*	
651	**00**	**GAIN ON FIXED ASSETS**	

FY 2002-03 Revenue Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
652	**00**	**PROCEEDS FROM FINANCING**	Revenues from a Board-approved debt financing obligation for a specific purpose.
	01	*CAPITAL LEASE PROCEEDS*	
	02	*CERT OF PART PROCEEDS*	
	03	*BOND PROCEEDS*	
680	**00**	**TRANSFERS IN**	Inflow of monies transferred between funds within the County.

FY 2002-03 Expenditure Object and Sub-Object Codes

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
701	**00**	**REGULAR PAY**	Gross salary and wages for personal services rendered by regular full and part-time employees.
	01	*FULL TIME REGULAR SALARIES*	
	02	*PERMANENT PART TIME*	
	03	*OTHER SALARIES & WAGES*	
	04	*COMPENSATORY TIME*	
	05	*HOLIDAY PAY*	
	06	*VACATION PAY*	
	07	*JURY DUTY*	
	08	*ADMINISTRATIVE LEAVE WITH PAY*	
	09	*ON-THE-JOB INJURY LEAVE*	
	10	*MILITARY LEAVE*	
	11	*SICK LEAVE*	
705	**00**	**TEMPORARY PAY**	Gross salary and wages for temporary employees.
710	**00**	**OVERTIME**	Overtime salary and wages for personal services rendered by regular full-time employees.
750	**00**	**FRINGE BENEFITS**	Amounts paid by the County on behalf of employees.
	01	*FICA*	
	02	*MEDICARE TAX*	
	03	*ELECTED OFFICIALS RETIREMENT*	
	04	*CORRECTION OFFICERS RETIREMENT*	
	05	*PUBLIC SAFETY RETIREMENT*	
	06	*STATE RETIREMENT PLAN*	
	07	*DENTAL PLAN*	
	08	*NATIONAL DENTAL*	
	09	*HEALTH SELECT PLAN*	
	10	*CIGNA HEALTH PLAN*	
	11	*MANUFACTURERS LIFE*	
	12	*ON-THE-JOB INJURY INSURANCE*	
	13	*UNEMPLOYMENT INSURANCE*	
	14	*BUS FARE SUBSIDY PLAN*	
	15	*ASRS LONG TERM DISABILITY*	
	16	*INVESTIGATOR RETIREMENT*	
	17	*DELTA DENTAL*	
	18	*RELIASTAR LIFE*	
	19	*MED/DENTAL WAIVER*	
	20	*CIGNA DEDUCTIBLE*	
	21	*PARK RANGERS RETIREMENT*	
790	**00**	**OTHER PERSONAL SERVICES**	Miscellaneous employee payments and/or adjustments not considered regular employee compensation.
	01	*PRODUCTION BONUS*	
	02	*DIFFERENTIALS*	
	03	*WORKING CONDITION*	
	04	*WEEKEND PREMIUM*	
	05	*STANDBY PAY*	
	06	*REGULAR OVER BUDGET*	
	07	*PERFORMANCE INCENTIVE AWARD*	
	08	*BUDGET DEFERRED HOURS PAID*	
	09	*LUMP SUM PAYMENT*	
	10	*EMPLOYEE SUGGESTION AWARD*	
	11	*AWARDS PROGRAM CREDIT*	
	12	*OTHER ADJUSTMENTS*	
795	**00**	**PERSONAL SERVICES ALLOC.-OUT**	Used to allocate personal service charges to another fund/department.
796	**00**	**PERSONAL SERVICES ALLOC.-IN**	Used to allocate personal service charges from another fund/department.

FY 2002-03 Expenditure Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
801	**00**	**GENERAL SUPPLIES**	Amounts paid for consumable operational supply items.
	01	*AUTO-GAS OIL LUBE*	
	02	*AUTO-TIRES TUBES BATTERY*	
	03	*OTHER AUTOMOTIVE SUPPLY*	
	04	*BEDDING & LINEN*	
	05	*CLEANING & JANITORIAL*	
	06	*CLOTHING/UNIFORMS*	
	07	*TECHNOLOGY SUPPLIES*	
	08	*SOFTWARE*	
	09	*EDUCATIONAL SUPPLIES*	
	10	*ENVIRONMENTAL SUPPLIES*	
	11	*FOOD-PERISHABLE*	
	12	*FOOD-PREPARATION*	
	13	*FOOD-NON PERISHABLE*	
	14	*FOOD-SPECIAL FUNCTIONS*	
	15	*FOOD-NOURISHMENTS*	
	16	*KITCHEN & DINING SUPPLIES*	
	17	*LANDSCAPING SUPPLIES*	
	18	*OFFICE SUPPLIES*	
	19	*RECREATIONAL SUPPLIES*	
	20	*SAFETY APPAREL*	
	21	*SMALL TOOLS & EQUIPMENT*	
	22	*FURNITURE UNDER $1000*	
	23	*LAUNDRY SUPPLIES*	
	24	*PROCUREMENT CARD*	
	25	*BOOK/PAMPHLETS/SUBSCRIPTIONS*	
	26	*AUTOMOTIVE R&M SUPPLIES*	
	27	*BUILDING R&M SUPPLIES*	
	28	*COMMUNICATION R&M SUPPLIES*	
	29	*ELECTRICAL R&M SUPPLIES*	
	30	*GROUNDS R&M SUPPLIES*	
	31	*HEAT/LIGHT/COOL R&M SUPPLIES*	
	32	*OFFICE R&M SUPPLIES*	
	33	*PLUMBING R&M SUPPLIES*	
	34	*ROAD R&M SUPPLIES*	
	35	*OTHER R&M SUPPLIES*	
802	**00**	**MEDICAL SUPPLIES**	Amounts paid for consumable healthcare operational supply items.
	01	*DENTAL SUPPLIES*	
	02	*LABORATORY SUPPLIES*	
	03	*LAB-REAGENTS & MEDIA*	
	04	*LAB-CONSUMABLES*	
	05	*RADIOLOGY SUPPLIES*	
	06	*X-RAY FILM*	
	07	*X-RAY CONTRAST & MEDIA*	
	08	*PHARMACEUTICALS*	
	09	*BLOOD & PLASMA SUPPLIES*	
	10	*ANESTHETIC SUPPLIES*	
	11	*OXYGEN & OTHER GASES*	
	12	*RADIOACTIVE SUPPLIES*	
	13	*O R INSTRUMENTS*	
	14	*MEDICAL R&M SUPPLIES*	
803	**00**	**FUEL**	
804	**00**	**NON-CAPITAL EQUIPMENT**	Amounts paid for items not considered general or medical supplies, that have a useful life of one year or more but cost less than $5,000 per item.
	01	*COMMUNICATIONS EQUIPMENT*	
	02	*CONS EQUIP NON-MOTORIZED*	
	03	*EDUCATION/REC EQUIPMENT*	
	04	*ENGR/SCIENTIFIC EQUIPMENT*	
	05	*KITCHEN/LAUNDRY EQUIPMENT*	
	06	*HEAT/COOL/LIGHT EQUIPMENT*	
	07	*MEDICAL/LAB EQUIPMENT*	
	08	*OFFICE FURNITURE/EQUIPMENT*	

FY 2002-03 Expenditure Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
	09	*SHOP EQUIPMENT*	
	10	*WEAPONS\GUNS*	
	11	*COMPUTER EQUIPMENT*	
	12	*FURNITURE OVER $1,000*	
810	**00**	**LEGAL SERVICES**	Professional legal services rendered by individuals not on the County payroll and/or other legal service related costs.
	01	*PARALEGAL/STUDENT TIME*	
	02	*ATTORNEYS CRIM INDIG-COURT*	
	03	*ATTORNEYS NON-CRIMIN COURT*	
	04	*ATTORNEYS-JUVENILE COURT*	
	05	*ATTORNEYS OTHER NON-COURT*	
	06	*EXPERT WITNESS FEES/EXPENSE*	
	07	*EYE WITNESS FEES/EXPENSE*	
	08	*INTERPRETER FEES/EXPENSE*	
	09	*VISITING JUDGES FEES*	
	10	*MENTAL EXAMINATION FEES*	
	11	*RULE 11 EXAM*	
	12	*RULE 26.5 EXAM*	
	13	*DEPOSITION REPORT SERVICE*	
	14	*PRELIM HEARING/GRAND JURY*	
	15	*TRIALS REPORT SERVICE*	
	16	*APPEALS TRANSCRIPTION*	
	17	*DEPOSITIONS TRANS SERVICE*	
	18	*PRELIM HEAR/GRAND JURY TR S*	
	19	*MISCELLANEOUS TRANSCRIPT*	
	20	*JURY FEES*	
	21	*JURY LODGING*	
	22	*JURY MEALS*	
	23	*JURY MILEAGE*	
	24	*ARBITRATION EXPENSE*	
	25	*JUDGEMENTS/SETTLEMENTS*	
	26	*LITIGATION EXPENSE*	
	27	*MERIT SYSTEM HEARING EXPENSE*	
	28	*INVESTIGATION EXPENSE-COURT IN*	
	29	*INVESTIGATION TIME*	
	30	*INVESTIGATION EXPENSE-OTHER*	
	31	*LEGAL NOTICE PUBLICATION*	
811	**00**	**HEALTH CARE SERVICES**	Professional health care services rendered by individuals not on the County payroll and/or other healthcare service related costs.
	01	*NURSES*	
	02	*MENTAL HEALTH SERVICES*	
	03	*DENTISTS*	
	04	*PHYSICIANS*	
	05	*CONTRACT MEDICAL PROVIDER*	
	06	*HOSPITAL/MEDICAL SVCS*	
	07	*PRIMARY CARE SERVICES*	
	08	*THERAPY SERVICES*	
	09	*RADIOLOGY SERVICES*	
	10	*EMERGENCIES*	
	11	*PRESCRIPTIONS*	
	12	*LABORATORY SERVICES*	
	13	*TRANSPORTATION/AMBULANCE*	
	14	*PATIENT TRANSPORT SVCS-MMC*	
812	**00**	**OTHER SERVICES**	Amounts expended for services rendered by individuals not on the County payroll and/or other service related costs that are not legal and healthcare related.
	01	*ACCOUNTING & AUDITING*	
	02	*ACTUARIAL*	
	03	*ADMINISTRATIVE SERVICES*	
	04	*HSA ALLOCATION*	
	05	*ARCHITECTURAL*	
	06	*APPRAISAL SERVICES*	
	07	*CONSULTING & MANAGEMENT*	
	08	*BROKER FEES*	
	09	*EDUCATORS & TRAINERS*	
	10	*ENGINEERING*	

FY 2002-03 Expenditure Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
	11	*TECHNOLOGY CONSULTING*	
	12	*SECURITY GUARD SERVICES*	
	13	*CLAIMS ADMIN SERVICE FEE*	
	14	*ARCOR PERSONNEL SERVICES*	
	15	*ELECTION WORKERS OUTSIDE*	
	16	*LAUNDRY/DRY CLEANING SVCS*	
	17	*PERSONNEL HIRE/TEST SVCS*	
	18	*TEMPORARY HELP OUTSIDE*	
	19	*COLLECTION FEES*	
	20	*JTPA - OCCUPATIONAL/VOCATIONAL*	
	21	*JTPA - OJT*	
	22	*GP - AUTO LIABILITY*	
	23	*GP - GENERAL LIABILITY*	
	24	*GP - MEDICAL MALPRACTICE*	
	25	*OTHER INSURANCE*	
	26	*AUTO PHYSICAL DAMAGE CLAIMS*	
	27	*AUTO LIABILITY CLAIMS*	
	28	*ENVIRONMENTAL LIAB CLAIMS*	
	29	*BOILER INSURANCE*	
	30	*COURSE CONST INSURANCE*	
	31	*GENERAL LIABILITY CLAIMS*	
	32	*GENERAL LIABILITY INSURANCE*	
	33	*WORKMENS COMP INDEMNITY*	
	34	*WORKMENS COMP INSURANCE*	
	35	*WORKMENS COMP MEDICAL*	
	36	*DENTAL INSURANCE*	
	37	*DISABILITY INSURANCE*	
	38	*HEALTH CLAIMS*	
	39	*HEALTH INSURANCE*	
	40	*INDIVIDUAL/BLANKET BONDS*	
	41	*UNEMPLOYMENT CLAIMS*	
	42	*PROPERTY CLAIMS*	
	43	*PROPERTY INSURANCE*	
	44	*MALPRACTICE CLAIMS*	
	45	*MALPRACTICE INSURANCE*	
	46	*LIFE INSURANCE*	
	47	*MENTAL HEALTH PROGRAM*	
	48	*NOTARY BONDS*	
	49	*SIGHT CARE*	
	50	*PRINTING-BINDING-DUPLICATION*	
	51	*TAX SALE PUBLICATION*	
	52	*OTHER PUBL & ADV EXPENSE*	
	53	*RECORDS MANAGEMENT SERVICES*	
	54	*MEMBERSHIPS/CERT/LICENSE*	
820	**00**	**OPERATING LEASES & RENTS**	Payments for operating leases and rents, excluding capital leases (see 950-DEBT SERVICE).
	01	*RENT*	
	02	*AUTOMOBILE RENT*	
	03	*BUILDING RENT*	
	04	*SPECIAL FUNCTION RENT*	
	05	*COPYING EQUIPMENT RENT*	
	06	*COMMUNICATION EQUIP RENT*	
	07	*DATA PROCESSING EQUIP RENT*	
	08	*GROUNDS/LAND RENT*	
	09	*MEDICAL EQUIPMENT RENT*	
	10	*OFFICE EQUIPMENT RENT*	
825	**00**	**REPAIRS & MAINTENANCE**	Amounts paid for repairing or maintaining buildings, structures, improvements, or equipment.
	01	*AUTOMOTIVE R & M*	
	02	*BUILDING R & M*	
	03	*CONSTRUCTION EQUIPMENT R&M*	
	04	*COMMUNICATION EQUIPMENT R&M*	
	05	*DATA PROCESSING EQUIP R&M*	
	06	*GROUNDS R&M*	
	07	*HEAT/LIGHT/COOL R&M*	

FY 2002-03 Expenditure Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
	08	*MEDICAL/LAB EQUIPMENT R&M*	
	09	*COPYING EQUIPMENT R&M*	
	10	*OFFICE EQUIPMENT R&M*	
	11	*JANITORIAL SERVICES*	
830	**00**	**INTERGOVERNMENTAL PAYMENTS**	Contributions, aid or other amounts paid to other governmental entities for programs and/or other agreed upon contracts and arrangements.
	01	*TAXES & ASSESSMENTS*	
	02	*MANDATED HEALTH CARE PAYMENTS*	
839	**00**	**INTERNAL SERVICE CHARGES**	Amounts charged by internal service departments of the County to other departments.
	01	*TELECOM DISCRETIONARY*	
	02	*COUNTY COUNSEL*	
	03	*BASE LEVEL EQ SERVICES CHARGES*	
	04	*RISK MANAGEMENT*	
	05	*BASE LEVEL TELECOM*	
	06	*TELECOM WIRELESS SYSTEMS*	
	07	*REPROGRAPHICS*	
	08	*MOTOR POOL*	
842	**00**	**TRAVEL & EDUCATION**	Amounts paid for any and all costs related to travel, training and education of employees.
	01	*COUNTY SPONSORED TRAINING*	
	02	*AIRLINE/BUS/TAXI*	
	03	*MEALS*	
	04	*LODGING*	
	05	*EVENT COST*	
	06	*MILEAGE ALLOWANCE*	
	07	*EDUCATION*	
	08	*SEMINAR FEES*	
	09	*INVESTIGATIVE TRAVEL*	
	10	*WITNESS TRAVEL*	
	11	*PRISONER/COURT WARD TRAVEL*	
843	**00**	**POSTAGE/FREIGHT/SHIPPING**	Amounts paid for mailing costs and other incidental costs associated with the movement of goods.
	01	*FREIGHT*	
	02	*MOVING SERVICES*	
	03	*POSTAGE*	
	04	*SHIPPING*	
	05	*COURIER SERVICES*	
845	**00**	**SUPPORT & CARE OF PERSONS**	Amounts paid to administer the County's fiduciary care responsibilities.
	01	*BURIAL OF INDIGENTS*	
	02	*PERSONAL CARE*	
	03	*HOME MEALS SERVICE*	
	04	*JTPA- FINANCIAL ASST.(NBP/NRP)*	
	05	*NURSING HOMES*	
850	**00**	**UTILITIES**	Amounts paid for the cost of any and all utility charges and/or related disposition of utility products.
	01	*MICROWAVE*	
	02	*U S WEST CHARGES*	
	03	*LONG DISTANCE CHARGES*	
	04	*OTHER COMMUNICATION SERVICES*	
	05	*ELECTRICITY*	
	06	*NATURAL/PROPANE GAS*	
	07	*REFUSE REMOVAL*	
	08	*SEWAGE DISPOSAL*	
	09	*WATER*	
	10	*INFECTIOUS WASTE DISPOSAL*	
855	**00**	**INTEREST EXPENSE**	Interest charges for negative cash and investment balances.
865	**00**	**DEPRECIATION**	Expense charged for the loss of value of an asset as a result of its use.
880	**00**	**TRANSFERS OUT**	Movement of monies between (outflow) funds within the County.
	01	*CENTRAL SERVICE COST ALLOC*	

FY 2002-03 Expenditure Object and Sub-Object Codes (Continued)

OBJECT	SUB-OBJT	DESCRIPTION	COMMENTS
890	**00**	**LOSS ON FIXED ASSETS**	
910	**00**	**LAND**	Amounts paid for the acquisition of land or any charges necessary to prepare the land for use.
	01	*LAND ACQUISITION-ROW*	
	02	*LAND ACQUISITION-OTHER*	
	03	*RELOCATION-FACILITIES*	
915	**00**	**BUILDINGS & IMPROVEMENTS**	Amounts paid for the acquisition of buildings or charges necessary to prepare the building for use. Do not record amounts paid for normal repair and maintenance.
	01	*CONSTRUCTION WORK IN PROGRESS*	
	02	*ALTERATIONS/IMPROVEMENTS*	
920	**00**	**CAPITAL EQUIPMENT**	Amounts paid for the acquisition of non-vehicle related equipment costing more than $5,000.
	01	*COMM CAP EQUIPMENT*	
	02	*CONST CAP EQUIPMENT*	
	03	*ED/REC CAP EQUIPMENT*	
	04	*ENG/SCI CAP EQUIPMENT*	
	05	*KIT/LNDRY CAP EQUIPMENT*	
	06	*HT/CL/LT CAP EQUIPMENT*	
	07	*MED/LAB CAP EQUIPMENT*	
	08	*SHOP CAP EQUIPMENT*	
	09	*COMPUTER CAP EQUIPMENT*	
930	**00**	**VEHICLES & CONSTRUCTION EQUIP.**	Amounts paid for the acquisition of any and all types of vehicles costing more than $5,000.
	01	*CONSTRUCTION VEHICLES*	
	02	*TRAILERS*	
	03	*OTHER MECHANIZED*	
	04	*TRUCKS*	
	05	*WATERCRAFT*	
	06	*AIRCRAFT\HELICOPTERS*	
	07	*PASSENGER VEHICLES*	
940	**00**	**INFRASTRUCTURE**	Amounts paid for County infrastructure, such as streets, roads, tunnels, drainage systems, water and sewer systems, dams and lighting systems.
950	**00**	**DEBT SERVICE**	Amounts paid to satisfy County debt financing obligations, including capital leases. A capital lease is a financing that transfers ownership of the property to the County at the end of the lease term, contains a bargain purchase option, covers a lease term that is equal to 75% or more of the leased asset's useful life, or requires lease payments equal to at least 90% of the leased asset's market value.
	01	*PRINCIPAL - BOND*	
	02	*INTEREST-BOND*	
	03	*PRINCIPAL - COP*	
	04	*INTEREST - COP*	
	05	*PRINCIPAL - CAPITAL LEASE*	
	06	*INTEREST - CAPITAL LEASE*	

Glossary

Activity: A set of services grouped together around a common purpose or result.

AHCCCS: Arizona Health Care Cost Containment System.

ALTCS: Arizona Long Term Care System.

Base Level Internal Service Charge: A base-level, fixed charge that is required by all agencies for normal business operations that cannot be controlled directly by department management. As an example, Telecommunications provides base-level services that include phone line administration, 506 and 372 exchange, voice mail, transmission systems, etc.

Base Level Request: An initial fiscal year's budget amount, with adjustments for program changes, grants, departmental realignment, changes approved by the Maricopa County Board of Supervisors and annualized costs for previously funded budget issues (initiatives). A department's base budget request must be within the budget target provided.

Baseline: An established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

Benchmarking: A continuous process of collecting information on internal or external standards, processes, and/or best practices, evaluating why they are successful and applying what is learned.

Budgeting for Results: A budgeting strategy where decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers—those whose best interests are served by or who receive or use the products or services of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans. Note: Accountability is at the heart of Budgeting for Results—County Government is willing and able to tell taxpayers what they are getting for their money in terms of results for customers.

Capital Budget: The first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): A five-year plan of capital improvement projects that outlines project costs, funding sources and future operating costs associated with each capital improvement.

Capital Improvement Project: A major, nonrecurring expenditure of $150,000 or more used to expand or improve the County's physical assets, including land, facilities and infrastructure. Capital improvement projects generally result in new facilities with expected life spans of many years, in substantial extension of the useful life and monetary value of existing facilities, or in increases to the existing "footprint" of a building. Capital improvement projects generally span two or more years. Note: Separate and distinct new facilities should be budgeted as discrete projects. Portions of new facilities should be included in the overall project budget for the overall facility.

Capital Outlay: An expenditure from a department operating budget for the acquisition of, or addition to, a fixed asset. A fixed asset is an item that costs $5,000 or more and has a useful life of at least one year. Fixed assets with costs over $5,000 should be budgeted and itemized in the capital object codes (900 series).

Capital Projects Fund: A fund established to account for the proceeds of bond issues and other resources for the acquisition, construction or reconstruction of major capital facilities.

Carryover Funding: An amount budgeted for FY 2002-03 to pay for a capital expenditure budgeted for FY 2001-02 for which an obligation has been incurred that cannot be paid by June 30, 2002. Note: Carryover items should be identified in the base budget submission.

Central Services Cost Allocation Plan: An allocation of General Fund Central Service departments costs (i.e. human resources, internal audit) to all non-General Fund departments through a consistent, logical methodology in proportion to the service or benefit received.

COP's (Certificates of Participation): A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

County: Maricopa County government.

DCA: Deputy County Administrator.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general obligation, special assessment, and stadium district bond principal and interest.

Demand Measure: A measure of the number of total units of service or product anticipated to be demanded or needed by the customer. Examples include, number of residents eligible for job training or number of building inspection applications received.

Department: An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e. general fund, special revenue etc.) that are based on specified uses. The combination of the various funds are consolidated at the department level.

Discretionary Internal Service Charge: A charge for a service above the base service level that can be controlled at the discretion of the requesting department, such as fuel use, motor pool, reprographic services, long distance, cellular phones, pagers, telecom work orders.

Econometrics: A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable being forecast. The method applies regression analysis to historical data to determine the marginal impact of the explanatory variable. Typically, the explanatory variables are related to the demography or economy of the community.

Efficiency Measure: A performance measure that measures the average activity cost per output or result. Examples include cost per participant served or cost per building inspection completed within seventy-two hours.

Eliminations: Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. Interdepartmental charges from the Reprographics (print shop) fund to various County departments are one example. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private enterprises where the intent of the County is that the costs of providing goods and services to the general public on a continuing basis be financed through user charges. This allows for the evaluation of these funds on the same basis as investor-owned enterprises in the same industry.

Environmental Assessment: An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. Issue statements summarize the trends and the impact on the department. The environmental assessment is based on data-based information and reasoned professional judgment that describes changes anticipated both from inside and outside the department.

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand and efficiency.

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fund: A fund is used to account for revenues and expenditures with a specified purpose.

Fund Balance/Equity: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund. This is measured at the beginning or end of a fiscal year.

GAAP: Generally Accepted Accounting Principles.

General Fund: A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, and serves as the County's primary operating fund.

GO Bond: General Obligation Bonds are approved by a majority of Maricopa County residents that are sold to raise funding for capital expenditures. Funding for repayment is provided by the County's secondary debt service property tax levy.

Indirect Cost: A cost that is necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. The central service cost allocation is an example of the allocation of indirect costs.

Input: A volume of resources used to provide an activity. Inputs are typically stated in terms of dollars or hours, but are sometimes stated in terms of people or material resources.

Internal Charge: A cost billed to one County department by another County department for base level or discretionary services provided.

ISF (Internal Service Fund): A proprietary fund that accounts for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis like a business.

Issue Statement: A summary statement of an issue and trend that will have a major impact on the department and its customers over the next two to five years. Issue statements include what that impact will be and are the products of the environmental assessment phase in strategic planning.

Key Result Measure: A performance measure that is directly related to the program purpose statement and measures the impact that a program had on citizens/customers.

Major Maintenance: A category of non-routine projects comprised of major maintenance or upgrades to facilities and/or equipment that will achieve demonstrable savings in operational cost, extend the useful life of assets, or achieve at least ten percent savings in current energy consumption. Each project cost must exceed $20,000 for it to be classified as a major maintenance item. Examples of Major Maintenance projects include replacing heating, ventilation, and cooling (HVAC) systems, replacing roofs, repairing building exteriors, retrofitting light fixtures, installing variable drive fan motors, installing energy management systems, etc. Maintenance projects costing less than $20,000 will be treated as Facilities base-level or discretionary services, and charged accordingly (refer to Internal Charges section).

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

MCSO: Maricopa County Sheriff's Office.

MFR (Managing for Results): A systemic approach to management decision-making, resource allocation, and accountability for results. It includes an integrated system of processes: Planning for Results, Budgeting for Results, Delivering Services and Collecting Data, Reporting Results, Evaluating Results, and Decision Making.

MHP: Maricopa Health Plans.

MHS: Maricopa Health System or Maricopa Health Delivery System.

MIHS: Maricopa Integrated Health System.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

MMC: Maricopa Medical Center.

MOE: Maintenance of Effort. Maintaining funding of maintenance and operational expenditures, including detention personnel compensation, employee related expenses, utility expenses of the facility, costs of food and care of prisoners, administrative support costs and costs of maintaining and repairing the facility and grounds, at a level before the voter approved detention excise tax.

Object Code: Identifies the balance sheet account (assets, liabilities, or fund equity), revenue source, or expenditure/expense type (e.g., cash, accounts payable, real property taxes, salaries and wages).

OMB: Office of Management and Budget.

Org: A level two budget under the budget org. This usually denotes a unit under the division.

Example of a departmental budget structure:

Department 110 Adult Probation	
Budget Org (level 1)	1100 Administration Services
" Org (level 2)	1101 Department Administration

Output Measure: A performance measure that measures the number of units produced. Examples include number of participants enrolled in job training courses or number of building inspections completed.

PCN: A position control number assigned to a position.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, and salary adjustments.

Personal Services Allocation – Out (-In): An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at lower rate than budgeted. Object code 701, sub-line “Regular Pay Personnel Savings” and object code 750 sub-line “Benefits Personnel Savings” are provided to recognize expenditure. This reduction (negative) to the personal services budget allows the department to use these budget dollars to fund other items.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose or result. Programs provide operational and performance information for strategic decision making.

Restatement: A budgetary transfer which provides for a specific increase for programs or expenditures in one department with a corresponding decrease in other programs and expenditures in another department for a net impact of zero (or less).

Result Measure: A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer or percentage of building inspections completed within seventy-two hours.

Results Initiative: A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Service: A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer receives rather than in terms of what the department does.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific purpose expenditures.

Strategic Goal: A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

Strategic Plan: A strategic plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the Maricopa County Board of Supervisors and the public about how the department is organized to deliver results and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

Sub-object Code: Identifies detailed balance sheet account, revenue source, or expenditure/expense type (e.g., cash on hand, current real property taxes, overtime wages).

Supplies and Services: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Technology Results Initiative: A results initiative for technology expenditures for more than $20,000 or that are above a department's base budget for new or improved technology systems or for maintaining existing information technology systems.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. While a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few of years.

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Acknowledgements

The Fiscal Year Maricopa County 2002-03 Annual Business Strategies was made possible with the help of many dedicated individuals. Most importantly, the Board of Supervisors and the County Administrative Officer for providing the policy guidance and leadership that is the backbone of the budget process. Thanks must also be given to the Elected Officials, Deputy County Administrator, Chief Officers and Department Directors and Managers for their cooperation during this past year. This document could not have been produced without the conscientious and creative efforts of the entire staff of the Office of Management and Budget whose members include, Lee Ann Bohn, Chris Bradley, Andrée Cohen, Don Colvin, Frances Delgado, Helen Dusick, Daren Frank, Annamarie Freas, Cindy Goelz, Brian Hushek, Lisa Johnson, Jack Patton, Sylvia Romero, Scott Rothe, Jamie Rullo, Joanne Sackett, Don Tellis, Sharon Walker, Janette Weedon and Sandi Wilson. We would also like to thank Bill Arnold, Dave Hill and Derek Neighbors of the Administrative Technology Center who have spent many hours working to provide us the schedules for this document.

With the Board's approval of the FY 2002-03 Budget on July 22, 2002, and the corresponding tax rates on August 19, 2002, we start down the path of developing the FY 2003-04 Budget.

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